

FEB 11 1947

Sales MANAGEMENT



REESE TAYLOR, PRESIDENT, UNION OIL COMPANY:
His advertising explains what makes jobs, what
happens to profits, how to raise the wages of labor.

**FREE ENTERPRISE: WHAT IS IT, AND
HOW DOES IT WORK?**

SEE PAGE 37

TWENTY-FIVE CENTS



FEBRUARY 1, 1947



Sunshine makes 'em spend year 'round in REDBOOK, Florida!

They haven't much excuse for holding back when they have \$139,400,000 left for spending after paying their taxes.

Nearly \$17,000,000 goes for food, and the drug stores take nearly \$4,000,000 of it.

They want nearly \$2,000,000 worth of furniture; \$478,000 worth of refrigerators, 60,000 tires and

20,000,000 gallons of gasoline, just to mention a few of their needs.

Isn't \$97 a pretty low pro-rata rate to reach a market of that size in full pages? That's all it costs to reach these open-handed Florida Redbook families. The fact of the matter is that Redbook ought to be on your advertising list, if you're trying to make every dollar count.

**You'd spend money, too, if you had
\$6,000,000,000 left after taxes!**

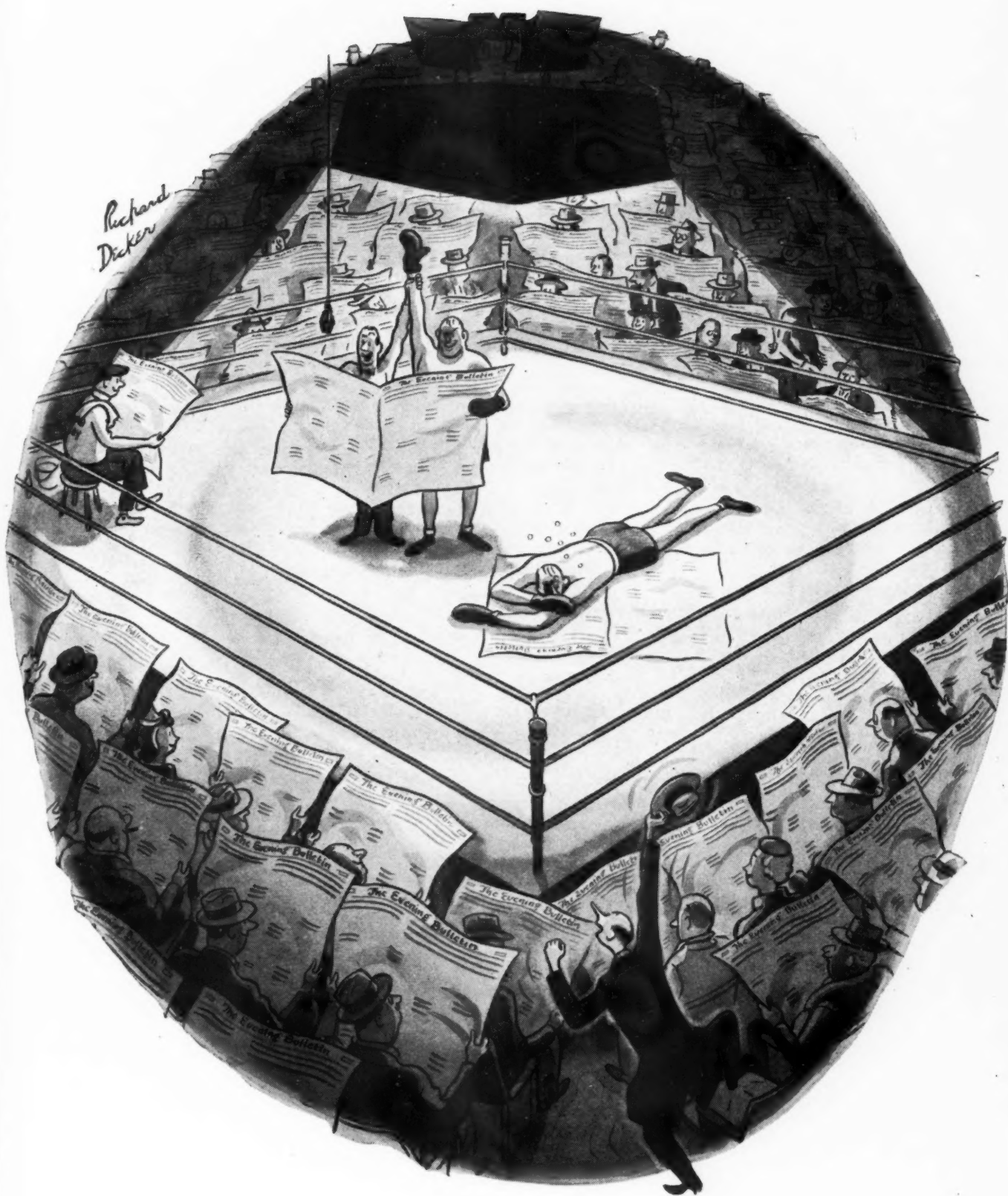
That's what makes the audience of the Redbook National Show such an attractive crowd to advertisers. They buy a billion dollars worth of food and spend 134 million dollars in drug stores. \$44,100 will put your product up where they can see it 12 times a year in full black and white pages.

**HIT 'EM WHERE
THEY LIVE.
.....IN**

REDBOOK, U.S.A.!

Send for the Redbook State-by-State analysis of family buying power.
Write or phone Redbook, 444 Madison Ave., New York 22, New York.





In Philadelphia—nearly everybody reads The Bulletin

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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SIGNIFICANT TRENDS

As seen by an editor of *SALES MANAGEMENT* for the fortnight ending February 1, 1947

RECIPE FOR A DEPRESSION

Subscribers ask us to play God and tell them (1) when the depression will start, (2) how far it will go, (3) how long it will last.

We are unable to oblige them. Not only do we not know how far it will go or how long it will last, but we aren't at all sure there will be one. A mild recession in the price level, yes, but that *should* be about all.

However, we *can* have a depression if we talk it up strongly enough, and that's just what some businessmen and bankers (and even editors) seem to be doing. They couldn't do a better job if they were *planning* a crash. Ingredients of their recipe are:

1. Spread the word that booms and busts are inevitable, and there's nothing we can do about it. Add the spice that it's a long time since we have had a bust, and, consequently, it is overdue.
2. Take advantage of the last possible ounce when demand exceeds supply, and hike the price up a notch.
3. Patronize the black markets.
4. Reduce purchases of Government bonds.
5. Slash the sales force.
6. Cut advertising expenditures to the bone.
7. Get together with competitors—when the Department of Justice isn't looking—and conspire to reduce the collective output of an industry.
8. Pray that the time will come soon when they can "get it back" at labor leaders, uncooperative competitors, and every one else who refused to lick their boots during a period of prosperity.

For those who are open-minded on the "inevitability" of depressions and who would like to see a well-thought-out plan for warding them off, I recommend reading a piece by Paul G. Hoffman in the January issue of *The Reader's Digest*, called "We Can Prevent 'That Next Big Bust'." Another worth-while item to read is the first annual report to the President by the Council of Economic Advisers established under the Employment Act of 1946. Your Congressman or Senator can get a copy for you.

CUSHIONS AGAINST DEPRESSION

Reasons why we aren't likely to have a depression in 1947 (unless we talk ourselves into one) include:

—An apparent topping of the price index, and a slow decline headed by food and some textile prices, and the small but nevertheless sensational Ford price cut. Just as his grandfather created an industrial evolution in 1916 by voluntarily raising wages to a \$5.00 minimum, so

young Henry may go down in history as the man who stopped price inflation in 1946-47.

—Income payments to individuals rose to a new high in November, at an annual rate of \$174.2 billion, and disposable income (after taxes) was running at an annual rate of \$152 billion. And remember this: The disposable income is 91% higher than in 1929!

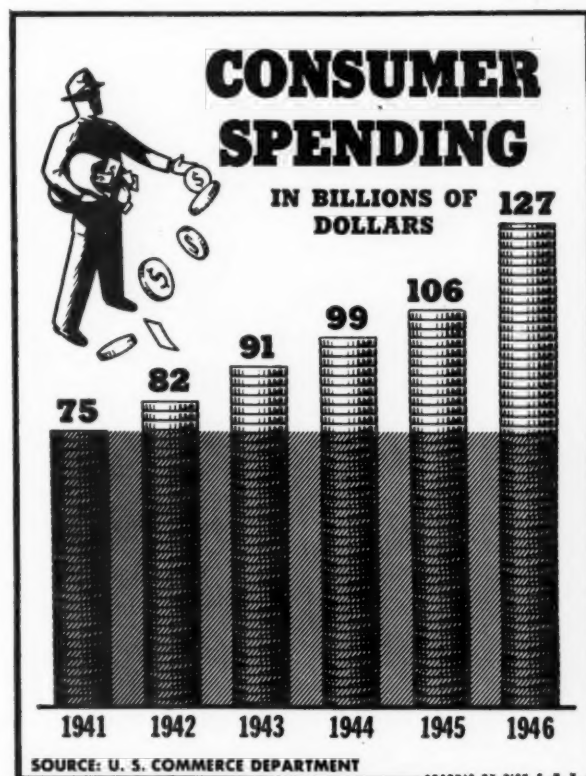
—Between 1936 and 1939 only 14% of consumer units were in the \$2,000-\$5,000 class. In 1946 the total was 45%. Families with incomes over \$5,000 increased from 2% to 8%.

—Factory reports show increasing productivity (Ford says this made his price cut possible.), and if this keeps up we can cut the cost of living without an equivalent decline in the national income. *Real* purchasing power then would rise.

—Bank savings and other liquid assets, highest on record, create a margin of safety which may encourage consumers to spend more freely out of current income.

—Consumer credit has been expanding rapidly, but at present levels of income and employment it could increase with safety by \$5-\$8 billion more, to a total of \$14-\$17 billion.

—We have the approximately 60,000,000 employed which Henry Wallace set as a goal for 1950, and while a slight decline would be tough for the individuals who lose jobs, the Nation could be relatively prosperous if



only 90% of those now employed should hold their places.

A panel of experts meeting recently with the Economic Forum of the National Industrial Conference Board arrived at a forecast of 172 as the production index for 1947. This is slightly above the average for 1946. Many of the participants looked for some decrease in the second half, *but*—and this is significant—even allowing for a decline, their estimates of the gross national product were for an average during the second half of \$188 billion, and this is 25% higher than the Committee for Economic Development considers sufficient for a *reasonable* degree of prosperity.

INDUSTRY SETS SIGHTS HIGHER

Managers of industry usually are extremely cautious in their predictions. For instance, when *Steel* magazine a year ago asked executives what they expected in 1946, their judgment was that production would exceed that of 1939 by 50.2%. Actually, the dollar volume last year was 122% ahead. Does this prove that industrial forecasters are inaccurate? We think that this is only one of many instances where they are *dead right as to direction*, but wrong in degree.

In view of the habitual conservatism of industrialists, the 1947 survey of *Steel* takes on added significance. It is the consensus of executives in the metalworking industries that 1947 production will exceed that of 1946 by 27.5%. They envision employment of 5,126,000 persons in 1947 compared with 4,429,000 in 1946 and only 2,597,000 in 1939.

And to show that they really mean business, they expect to increase plant capacity by 16.8%. More than 42% of the plants already have wage incentive, bonus or profit sharing plans, and another 31.6% are considering the introduction of such programs.

The *Steel* report has some interesting fresh data on

sales and distribution costs. For a copy of the complete survey, "Prospects for 1947," address the magazine at Penton Building, Cleveland 13.

ADVERTISING MAKES JOBS

Under this major heading the Advertising Federation of America is answering the attacks on advertising. Every survey shows that a sizable percentage of the public is skeptical about advertising. Isn't it an economic waste? Doesn't it add to the cost of goods? Isn't it untruthful, dishonest?

The A.F.A. is setting out, through its affiliated clubs, to tell the people what advertising is, what it accomplishes, and, most particularly, what it does for them. "Advertising, by selling more goods, makes your job, your future, more secure," is the refrain that runs through many of the newspaper and magazine advertisements, the radio scripts, car cards, posters, and envelope stuffers.

Get in touch with your local advertising club for details. Your company is an advertiser; the *least* you can do to make your own advertising more effective, is to see to it that these facts get to your employees, their families, and their townspeople.

SIGNIFICANT SHORTS

Farmer's Goose Hangs High: An all-time peak of \$27 billion was reached in 1946 for gross farm income. Realized net income was 11% higher than in 1945 and 59% greater than the 1919 peak of \$9.2 billion. So, if the broad price trend of farm products is likely to be downward for the year, who can better afford a slight reduction in income? Farm mortgage debt, expressed as a per cent of total value of farm real estate, is at the lowest point on record.

The Grass-Roots Approach: A survey made by *Public Relations News* shows the growing importance of employee and community relations. "This tendency toward the grass-roots approach to public relations is reflected in the completely revised plans of many industry-wide campaigns which tossed out of the window million-dollar programs for playing tunes on the minds of 140,000,000 people. Instead they are going directly to the community, usually with more liberal budgets."

What Price Opportunity? How would *your* employees react to the Roper-Fortune question: "Do you feel personally that if you work harder on your job than the others around you do this will pay off in promotion or advancement for you, or wouldn't it make much difference?" Forty per cent of the salaried workers said "No," and half of the factory workers were of the same opinion.

Silly Questionnaires: When will magazines and the research organizations they employ learn *not* to ask businessmen: "Which magazine do you like best?" The obvious answer—and it really should be obvious—is that if a man does read several magazines, he reads each for different reasons. He "likes best" certain features in X, certain other features in Y. One pseudo-research organization in New York (appendage of a well known publisher) further confuses respondents in a current questionnaire by first asking which one you like best, and then which one you read. Can you like best the one that you don't read?

PHILIP SALISBURY

SALES MANAGEMENT



HOW ADVERTISING AFFECTS YOUR JOB

Raises, Cuts, Promotions, Layoffs Often Depend on How Much the Firm Sells



MECHANIC:—This advertising, it sells goods, and when sales go up, our days in plenty here. My wife and I hope there have real power of mind.

WAITRESS:—Advertising my how does mean more tips to my pocket. Advertising other firms to secure more business, standard jobs for my customers and I hope tips to my pocket. It's all the plenty of advertising.

BOOKKEEPER:—I know what a different advertising made in my firm... made our volume four times as big in five years. One instead of just being a clerk, I became general manager for the firm.

Similarly for friends and even and daughters of present employees.

Whether or not you work for a firm that advertises, remember that this modern method of mass personal selling affects your company's business and its future. Hence it affects your job and your future.

Advertising, by selling goods, starts business booming, makes them big. That's how advertising affects your job. For tomorrow, it creates opportunity... for today, it makes your job more secure.

Other Ways Advertising Helps You:

1. Helps you better goods for less money.
2. Makes shopping more pleasant and easier.
3. Has given us the world's highest standard of living.

Advertising... BY SELLING MORE GOODS TO MORE PEOPLE
Makes your job more secure

[Space for name of sponsor to appear here]

"ADVERTISING makes your job more secure," is the new A.F.A. theme. See "Advertising Makes Jobs," above.

Who gets the money Union Oil makes?



1. Arithmetic sometimes makes more sense than headlines. The following figures are a matter of public record—checked and verified by Uncle Sam's tax men. If you have two minutes to spare we think you'll find them rather interesting.



2. Last year Union Oil took in \$279 million dollars in round figures. This was from all sales of products and services, \$1 million dollars of this was promptly paid out for things—rent, materials, transportation, equipment, depreciation, interest, and taxes.



3. This left \$6 1/2 million to be divided among people—the employees and the owners. Of this sum 2 3/4 million went to the employees in wages, salaries and benefits. 4 1/4 million went to the owners in dividends. 4 1/4 million was left in the business.



4. In other words the employees got 77% of what money there was to distribute, the owners 12% and the business 12%. This doesn't mean that the owners got 12% on their investment. They got 12% of the dollars left over after expenses were met.



5. On the capital invested in the company, the owners received just 32% in dividends. For that 32% they have financed all the oil wells, service stations, equipment, etc., with which the employees work—\$40,000 worth of "tools" for each employee.



6. It also happens that the 4 1/4 million was divided among 32,000 Union Oil stockholders, whereas the 2 3/4 million was divided among less than 2,000 employees. Consequently, the employees got an average of \$3,100 apiece—\$300 per month.

**UNION OIL COMPANY
OF CALIFORNIA**

BY JAMES H. COLLINS

Free Enterprise — What Is It And How Does It Work?

That theme, adopted five years ago by Union Oil Co. of California, has been embodied in a noteworthy series of advertisements which explain, in ABC terms, the nature and the benefits of the American system. The company has invested \$2,000,000 in it — and it is producing results.

In the midst of war, back in April 1943, a series of advertisements for free enterprise began to appear, mainly in the Pacific Coast states, but with some coverage in such magazines as *Life*, *The New Yorker*, and other media of national circulation.

To date, some \$2,000,000 has been spent on this campaign, which is still going strong—and nothing but the American system of free enterprise, free competition, and free opportunity has been advertised. It is sponsored by the Union Oil Company of California.

The idea was born back in the early days of the war, when a cor-

poration president went to serve on the War Production Board, allocating steel. There, he was thoroughly exposed to ideologies which maintained that the capitalistic system was played out, hard work outmoded, that something new must now take their place if America was to go forward.

That executive was Reese Taylor, president of Union Oil, and he was impressed by the adroitness with which these foreign ideologies were presented. Tested advertising methods, one idea persistently repeated—not necessarily a sound idea—was the technique being used. This technique

was selling its wares, too, and nobody presented the side of business, the American capitalistic system.

Strange, how Americans who have never succeeded except by hard work, love an escapist ideology! In the booming 1920's, they were assuring themselves that they had entered a "new era," in which they would live, not by hard work, but on their "investments." And now, facing the biggest job of work they had ever tackled, war production, they were toying with this foreign ideology.

When Mr. Taylor laid that situation before Union Oil's management, they decided to do something about it. Efforts to enlist the western oil industry, as a group, were not successful amid the distractions of war. So Union Oil management decided that it could be started by one company, and the free enterprise campaign was planned and launched.

That was nearly five years ago. The series is still running, at a cost of about two million dollars. While

from the first it has been rigidly kept apart from Union Oil product advertising, the results have been good as institutional advertising. The purpose was, and is, to present the case for "America's Fifth Freedom, free enterprise." The series is considered the most convincing copy of this kind to appear since business was maneuvered into the dog-house during the depression.

Reese Taylor was born into a California steel-making family, worked up from humble jobs in a steel mill until at 33 he was qualified for the presidency of the Consolidated Steel Corp., the West Coast's "big steel," and before he was 40, became president of Union Oil. So, he knows workers, and frankly lays out his free enterprise campaign as paid advertising, to be read for what it is without any suspicion of disguised "propaganda."

Some other well-meaning free enterprise arguments have been presented as lessons in what readers ought to think. Mr. Taylor believes that if the facts about American business are presented impartially as American business men know them, the public is entirely capable of doing its own thinking and making up its own mind. That is, if they get simple facts, and not too many.

Five major questions about American corporate business were selected, and each advertisement for four years has dealt with one of them:

1. What is a corporation?
2. Why in some cases does it grow big?
3. Where do its profits go?
4. How does competition keep it on its toes?
5. How does it contribute to the American standard of living?

Even the typographical style adopted for this advertising sharply distinguishes it from the company's product advertising. There is always an arresting headline, based on one of the five points: "Each Union Oil employe has a \$38,000 kit of tools" (No. 2). Then follow six paragraphs, seldom more than 50 words each, with an illustration for each paragraph, making a step-by-step presentation of such facts as:

1. You can't dig an oil well with a post-hole digger.
2. Union Oil owns \$38,453 worth of complex equipment for each employe.
3. Few individuals could buy such tools.
4. They are bought by people who put their savings into the company—stockholders, "capitalists."

5. For their money, they receive moderate dividends — \$137.49 a stockholder last year.

6. The only other way to obtain such tools would be through Government ownership. But *private* ownership preserves competition, efficiency and freedom of the individual.

Down in a corner of each advertisement is an invitation to write Union Oil's president, asking questions, offering suggestions or criticism.

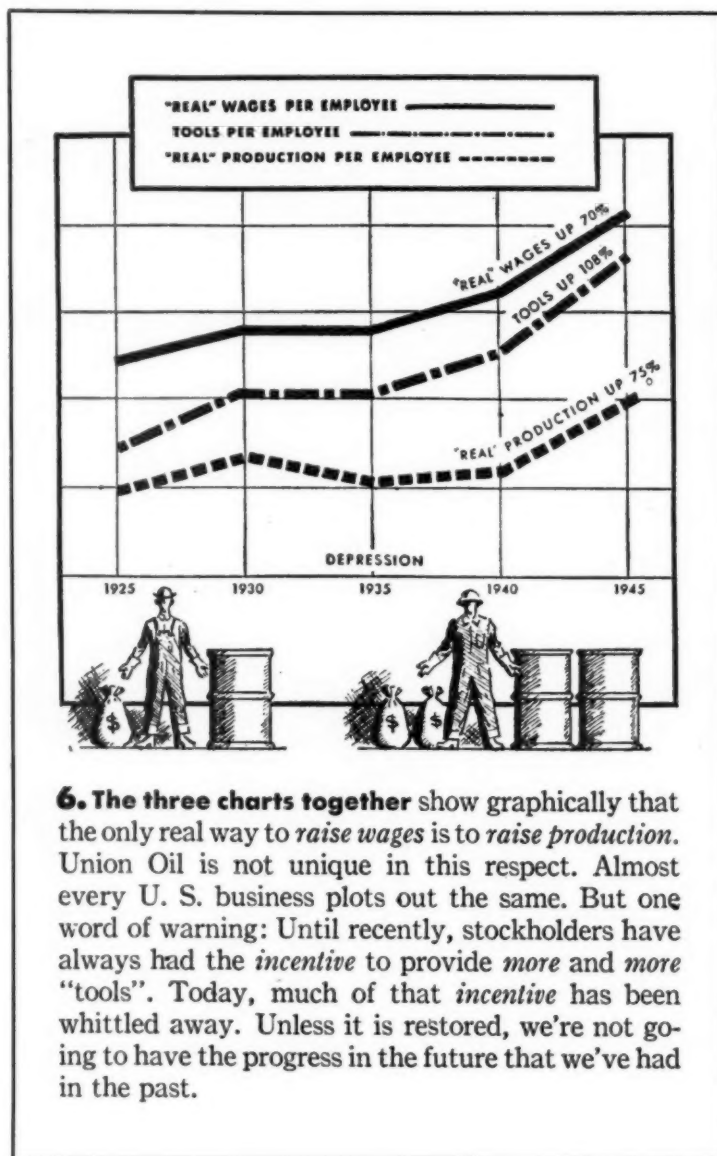
The company is not afraid to invite "fan mail," and it comes in—plenty! Looking back to April 1943, when thousands of letters began pouring in, the company was more than ever determined to invite personal correspondence on American free enterprise. For the letters have brought many glimpses into people's daily lives and their ways of thinking about their work, their

families, and their country.

More than once, Union Oil has been asked for statistical tabulation of this "fan mail." How many letters come in daily? How many approve? How many disagree? In other words, how many direct sales of American free enterprise, the size of the average purchase, the selling cost . . .

No such statistics could be obtained, because this advertising sells only ideas. There is no way to catalog the reader and whether he approves or disapproves; no quantitative value can be put upon his reaction.

George Horace Lorimer used to attach more importance to *The Saturday Evening Post* readers who didn't write the editor than to the actual reader mail. With this, the company's experience agrees. The read-



6. The three charts together show graphically that the only real way to raise wages is to raise production. Union Oil is not unique in this respect. Almost every U. S. business plots out the same. But one word of warning: Until recently, stockholders have always had the *incentive* to provide more and more "tools". Today, much of that *incentive* has been whittled away. Unless it is restored, we're not going to have the progress in the future that we've had in the past.

COMMUNICATION OF IDEAS: Union Oil Company's advertising presents specific reasons why our enterprise system works; it steers clear of the big, round, and fuzzy pronouncements.

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ers who do not write are the real audience, in their opinions as well as their overwhelming numbers.

However, about 85% of the thousands of letters received can be classed as favorable. They come from people who believe in the American way of life, like the Union Oil Company's straightforward defense of it, and are moved to say so. Often, they state that they are now buying Union Oil products.

Then, about five letters in every 100 ask some question that requires an answer. This is rarely a biased question. Tom Jones wants to know why the free enterprise system appears to work a little differently in his job. These questions always receive a factual answer from Mr. Taylor. For instance, Tom Jones may be in a differently set up business, not requiring as much capital per employee, or subject to different competitive conditions.

Anonymous and insulting letters are few, not troublesome, and come from what Teddy Roosevelt called "the lunatic fringe" which is always in evidence. No factions have appeared in the correspondence, and no counter-attacks from any ideologist. They seem to be busy campaigning for their own ideologies.

The Union Oil advertisements were running in war times, when petroleum products were rationed to civilians, and would be justified as institutional advertising such as practically every large business concern was using. But the sales-minded viewpoint led Mr. Taylor to make a little investigation of results of these advertisements.

He found that, while the company did not market its products east of the Rockies, it did have business beyond that territory. It is constantly exploring for new oil wells, going wherever there are possibilities.

The free enterprise advertising facilitated these operations by making the company known outside its market area. When leases were sought in outside fields, land owners had heard of Standard Oil, Texas Oil and others—but what was this Union Oil Company? The drilling department reported definite results along that line.

It is possible that some investors beyond the company's market territory have been led to invest in Union Oil shares, because while the stock has been listed for years on the New York Stock Exchange, the company's reputation is admittedly regional. Since its founding, in a very small way, in 1890 by oil pioneers from Pennsylvania, Union Oil has been

distinctly a California enterprise, proud of its independence.

The actual copy is prepared by Jack Smock, Foote, Cone & Belding account executive handling the Union Oil account. Either Mr. Taylor or he will develop a theme, and then Mr. Smock goes to the company records for material with which to write the half-dozen short illustrated paragraphs that expound it.

A good theme generally answers some question in people's minds. One recent advertisement which Mr. Taylor considers best in the entire series was headed "There's only one way to raise wages." That theme was expounded with figures of income, profits, the way income dollars are split up, the investment in tools, average monthly wages of employees, annual production per employee—all winding up with three curves showing that to pay more wages, it is necessary to have more production.

In American business, as people

working for a company like Union Oil know it in their own lives, results come pretty much according to personal ability and industry. Short of this, there seems to be no easier way of earning a living, bringing up a family, attaining a higher standard of living with each generation.

The huge American automobile industry did not start as an industry; it was started by a small group of tinkerers, workers in back-alley shops who wanted to get along. And so with the American electrical and other industries.

Opportunity to plan and create, freedom to work and build—these have brought out the talents of ordinary Americans, and the ordinary young American of today knows that.

"The very least we owe to future Americans," in Union Oil's creed, "is to assure them an individual opportunity to prosper and get ahead, through the incentive provided by free competition."

SPEAKING UP FOR OUR WAY OF LIFE . . .

You could hardly have missed the "free enterprise" advertising of the Union Oil Company of California, which has been running nearly four years. Reese H. Taylor, Union's president and the man on the cover, insists that it is a job of teamwork, that Union Oil management should get major credit. He rates himself only as the company's sixth president, looks back to its modest beginnings in 1890, its pioneering of Western industry, its independence and individuality as a Los Angeles enterprise.

Reese Taylor was born in Los Angeles (1900), and saw free enterprise build that town's industries from grass roots. He knows that it works better than strange ideologies and he feels deeply about it. After Los Angeles High, Cornell, University of California at Berkeley, and the Army (1918), he went to work at 22 in the Llewellyn Iron Works, then managed by his father, Walter Taylor. Six years later, when that and two other iron companies were merged in the Consolidated Steel Corp., he became production manager, and in 1933 succeeded his father as president, lifting the business out of the depression trough. In 1938, he was elected president of Union Oil.

Mr. Taylor has also been active in other growing California enterprises; served on the board of the Federal Reserve Bank of San Francisco longer than any of the present directors. A big man, standing 6 ft. 3 in., he is friendly, informal; believes that team-work counts most in the long run—and that credit should be given to the team, not just to the coach.



ASK THEM ANOTHER . . . and the Van Deventers will probably give you an alternate answer. Although they have different names, Fred Van Deventer, Florence Rinard and Bobby McGuire—who're starring over Mutual every Saturday evening in behalf of Ronson Lighters—are as tight-knit a family as ever assumed separate names. Florence is Fred's wife, 15-year-old Bobby is their son. "20 Questions" is their program, and its making Hooperating history as far as Quiz programs go. Fred writes it—owns it as a matter of fact. The program is the ultimate in simplicity. It's the old game you played as a kid. As a consequence you don't have to be a brain trust or follow a form sheet to assimilate the goings-on. The Vans always liked to play quiz games around their dining room table after dessert had been cleared away. Radio quizzes, on the other hand, bored them silly—they were too involved, too technical. A guest, fortunately a radio announcer, suggested that the Vans start their own quiz program, built around "20 Questions." "You mean a radio quiz could be as simple as that?" he chorused. At first Mutual sustained them—it didn't take long for Ronson, who had never had a radio program before, to pick them up. Now they're on 151 stations. Their guest—Guy Lombardo.

They're In the

INN-KEEPER . . . Four floors above the madding crowd, from the quiet of a panelled room, Frank L. Andrews controls the destinies of the world's second-largest hotel, The New Yorker. Recently 1,000 leaders in the industry handed him an accolade which, to the hotel keepers is the equivalent of a Croix de Guerre—they named him "the man who has done the best job of running a large hotel." The only way to manage an establishment of The New Yorker's size is through absolute control. Andrews has it. Today it is necessary for this mammoth hostelry to run a 93% occupancy to break even. During 1946 The New Yorker's house count was 1,000,000; its gross revenue, \$9,500,000. The Andrews memory is prodigious; out of the corners of his mind he sifts, with ease, facts, figures, statistics relating to the hotel. Got his start in the hotel business in 1924, as resident manager for Atlantic City's Ritz-Carlton. Often on the best-dressed-men lists, he seldom takes a vacation. Likes to take busman's holidays—guesting at some other manager's many-roomed headache.



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JOHNNY WASN'T NEEDED . . . since Ray Jones, newly-elected vice-president in charge of sales for Philip Morris Ltd., is a firm believer in his product—he smokes 'em by the cartons, admits that during the shortage even he suffered. Ray and Johnny make quite a team; he's 6'2", Johnny's 3'11"—they both consider themselves salesmen. Ray Jones was born on a West Virginia farm, later taught school in the Mountain State, as it's called. Two things he learned teaching school have been invaluable to him in sales—tolerance and perseverance. Ray got into sales by accident while he was office manager for Philip Morris in Los Angeles. To this day he can't explain why but he found himself hanging around the salesmen like Spanish moss, backing them up and doing more and more selling on his own look. When he found that he was carrying over his selling into his nights he got himself transferred over to sales. He's sold Philip Morrises from California to Georgia, been sales manager for both the Pacific Coast and the Southern States. Called to N. Y. C. in '44, he was elected a v.-p. in '45. Though he dresses in an ultra-conservative style and looks like the teacher he once was, he and his wife love to dine out and will dance at the roll of a rug! He's right proud of his new golf handicap—worked it down, with typical Jones persistence.



n the News

HE KNEW WHAT HE WANTED . . . Big Jim Egan, who's the new president of The Newspaper Advertising Executives Association and vice-president and advertising manager of *The Toledo Blade*, until recently held down one of the important newspaper desks in the country—advertising manager for *The New York Times*. Call it sentimentality, call it the homing pigeon instinct, call it merely a wise move—the Fourth Estate call it all of them—but Jim turned his back on New York, headed home again to the Middle West. He's never been happier. Maybe his appointment will convince the skeptics that tossing in the New York towel isn't the same as committing a career Hari Kari. James W. Egan, Jr. was born in Chicago—his ties are in the Middle West. Went to college there, at Northwestern, where he founded the college humor magazine, *Purple Parrot*. After college he went home again, began his newspaper career—except for a brief span as a sales manager with Handel Brothers, and another as advertising manager for a magazine, he's been in printers' ink since. All down the line he's had big jobs—assistant general advertising manager for Hearst Newspapers, advertising manager of *The New York Daily Mirror*. Home is a farm on the outskirts of Toledo, with an R.F.D. box at his door. Jim has gone home to the Middle West and his roots are close.



SIGNPOSTS

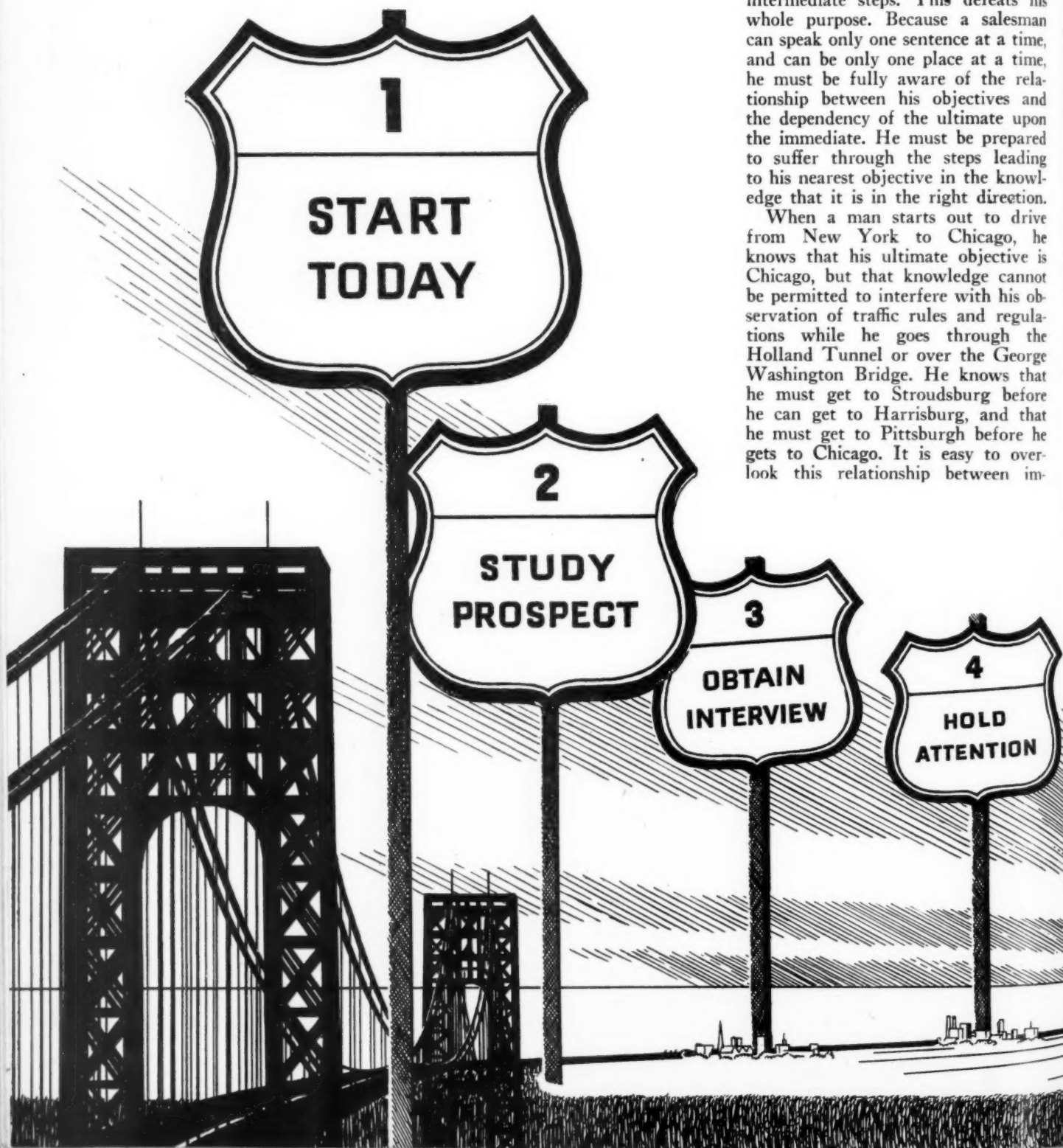
On the Road to Successful Selling

BY W. D. MOLITOR • *Director of Sales, Edward Stern & Co., Inc.*

In a buyer's market, you don't get sales on a hit and run basis. You build them, step by step, according to a pattern.

Selling is a very personal job, but, like advertising, it has both immediate and ultimate objectives towards which the individual works. Frequently the salesman's rush to attain his ultimate objective interferes with the accomplishment of the necessary intermediate steps. This defeats his whole purpose. Because a salesman can speak only one sentence at a time, and can be only one place at a time, he must be fully aware of the relationship between his objectives and the dependency of the ultimate upon the immediate. He must be prepared to suffer through the steps leading to his nearest objective in the knowledge that it is in the right direction.

When a man starts out to drive from New York to Chicago, he knows that his ultimate objective is Chicago, but that knowledge cannot be permitted to interfere with his observation of traffic rules and regulations while he goes through the Holland Tunnel or over the George Washington Bridge. He knows that he must get to Stroudsburg before he can get to Harrisburg, and that he must get to Pittsburgh before he gets to Chicago. It is easy to overlook this relationship between im-



mediate and ultimate objectives, when in the presence of a prospect, or faced with the possibility of a sale. There is a tendency to look for shortcuts which do not exist.

To avoid this it would be well to have a road map to successful selling in front of us. In the case of experienced and successful salesmen this road map is firmly fixed in their minds, and they know every step of the way, just as the frequent traveller knows every town on his route between New York and Chicago. For the less experienced traveller on the road to success, let us prepare a road map. To establish the dependency of each objective upon its preceding one, we will proceed backwards and then it may be applied to our working day by going forward.

The ultimate objective of almost every person, whether he be a salesman or engaged in any other effort, is to live a happy and comfortable life and satisfy his requirements and those of his family. This may be compared with Chicago on our road map, since it is the end of the road. For our purpose it is the ninth objective as we proceed backwards.

What the individual's requirements may be will vary and the amount of money necessary to satisfy those requirements will therefore differ, but almost universally it will be a sum in excess of what he makes at the outset of his career. We know that this earning capacity cannot be achieved overnight, but we should realize that our ultimate objective depends to a major degree upon our earning capacity and thus our eighth objective is to earn enough money so that we may have the comfortable life we desire.

As a salesman, our eighth objective is dependent upon a seventh objective, which is making a large number of

sales to a large number of people, or a large number of sales in large quantities. If we do this it will be possible for us to make the amount of money stipulated in the eighth objective.

We must realize that a statement such as that is very nebulous and that it cannot be accomplished by any salesman at any one time. Sales to a large number of people merely mean that a single act is repeated over and over again. It is a single idea multiplied many times, and our previous objective is the accumulation of many of these acts. Because the salesman is an individual and not a stereotyped form or a magazine, which can be many places at once, the salesman must realize that he can usually make only one sale at a time. This means that at any given moment there is only one sale of any importance: The sale which he is in a position to make now. This is our sixth objective, and we must bear in mind that without the first sale there can be no second or third, and we can have no accumulation of sales. Our full attention should be devoted to the accomplishment of this one purpose in the knowledge that having attained this objective the others are possible.

Our fifth objective must logically be some act that will permit us to close the sale. This is a book in itself, but for our purpose here it will be condensed into what we will call the orderly presentation of facts. A sale cannot be made in a vacuum. The buyer rarely buys because the salesman wants to sell. The salesman must establish the prospect's need. He must show that he has a product which will satisfy this need. He must establish clearly that the buyer will profit by the ownership or acquisition of his product. This profit need not be monetary, but may be in the form of

increased comfort, reduced effort, prestige, or even vanity. He must prove his contention through the submission of evidence or convincing arguments, and he must qualify his prospect and secure his approval, thereby closing the sale. Our fifth objective is, therefore, a big job for the salesman. He must learn the intricacies of selling so that he can present his facts clearly and succinctly to arrive at a single sale. Only in this way can he make the one sale that leads to many sales, that make possible large profits which he needs to live in comfort.

All of this learning and accomplishment is useless unless the salesman can succeed in getting to our fourth objective, which is securing the attention of the prospect. No matter how good the product, the salesman cannot sell it if he does not gain the attention of his prospect. It means nothing that his arguments are convincing if he has no opportunity to present them. Too frequently the salesman is ready with his whole story about a good product but has failed to secure the attention of the man to whom the idea must be presented. The salesman complains that he has been given a brush-off, or that the prospect did not give him enough time to tell his story. Sometimes this is true, but more frequently the salesman has failed to prepare himself to secure the attention of his prospect. In effect he has written a good advertisement with no headline to catch the eye of the reader. Our driver on the road cannot say, "I know the road from Pittsburgh on, so I will start from there." At least he can't do it if he is in New York. He must be prepared to get to Pittsburgh, and the salesman must be prepared to capture and hold the attention of his prospect. Since all the rest of the



trip depends on getting that far it is well worth the salesman's time and study.

Now we come to our third objective, and you may think that we are getting petty in our arguments, but remember that our whole trip depends on passing through each successive town along the way. In the last paragraph we demonstrated that it is necessary to get to Pittsburgh. This objective might be compared to Harrisburg. It is equally necessary to get to Harrisburg, and to say that it is easy to get that far does no good. We must drive every mile of the way. Even if the salesman is prepared to secure and hold the attention of his prospect and even if his arguments are strong enough to assure the sale once they are presented, they are worthless if he does not get into his prospect's office. This means getting past a receptionist, a switchboard

operator, secretary or assistant. If the salesman feels too important to bother with these people, and if he is inclined to brush them aside, they may succeed in doing the same to him. Courtesy is important, and is appreciated by these people. Make it a point to devote all of your attention to this one objective when faced with it. It is a worthy objective. Everything else depends on its successful accomplishment.

Our second objective, then, must be one that precedes our meeting with the receptionist. This should be a period of study. We should investigate our prospect and our product. We should determine that there is a logical reason for bringing the two together. We must marshal the material we need for each of the subsequent steps. It is not enough to think of the problem as we approach the prospect's door. We should know

how we are going to secure and hold the attention of the prospect and should have our arguments prepared so that they demonstrate the value of our product specifically. We should have ready the evidence necessary to prove our points, and all should be worked out coherently. This is more easily read than accomplished. It takes time, effort, and straight thinking. It is worth while since it contributes to our future success.

This is not all. Perhaps it would appear that this is the starting point on our trip to a successful sale. Nothing could be further from the truth. This is only where we start our country driving. First we must get through the city traffic. Our No. 1 objective on the road map to successful selling is one of the most difficult. It is the idea of getting started today instead of waiting for tomorrow. None of the above steps can be accomplished until an effort is made. We can't get through a customer's doorway by setting in our office, and not a word of preparation can be written until we lift the pencil. Get started now!

But in getting started, don't become confused. Don't think that this is a long, involved and arduous task, the fulfilment of which is so far in the future that another day will not matter. Treat it as a step and take one step at a time. The difficulties will disappear.

One day, many years ago my boss found me stymied by a large pile of mail. I said that I had so much to do I did not know where to begin. He smiled and said that I was confused because I thought that I had many letters to answer, whereas I really had only one. In answer to my amazed stare he explained that I could dictate only one letter at a time and therefore had only one letter to answer, the first one. He suggested that I forget about the pile and think only of the letter on top. I followed his advice and found that the pile melted before my eyes. Each time I finished a letter I had only one more to worry about, the one on top. This was a lesson I have never forgotten and one which has prevented a great deal of confusion. When I became a salesman I tried to introduce this same idea to selling. I considered only the next step. Each objective on my road map was the only one of any importance to me at the time, and I devoted all of my energy to it. There is an old saying "Take care of the pennies and the dollars will take care of themselves." Rewrite it to make it fit your own problem.

(Reprints of this article will be available from Readers' Service.)

SALES MANAGEMENT



Talking Steel to Farmers

To help dealers sell steel products to farmers, Carnegie-Illinois Steel Corp., Pittsburgh, subsidiary of U. S. Steel Corp., has issued this USS Farm Plan Service Kit.

The kit is addressed primarily to farmers, and individual parts of the kit are for distribution to farmers. It shows dealers how to work with farmers on individual building projects. It also shows farmers how to determine quantities, weights, gages, types and accessories for farm buildings.

The kit contains these items: Steel roofing and siding guide for dealers, roofing manual for farmers, and six sets of blueprints for various types of steel farm buildings. Farmers and dealers use business reply cards—returnable to Agricultural Extension Bureau of Carnegie-Illinois—to request their personal set of building plans. Building plans are offered free by the bureau.

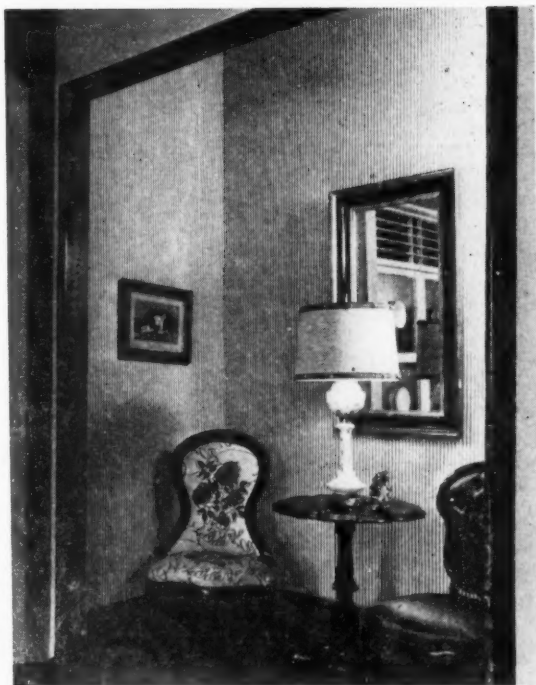


Lightolier Unveils New Showrooms

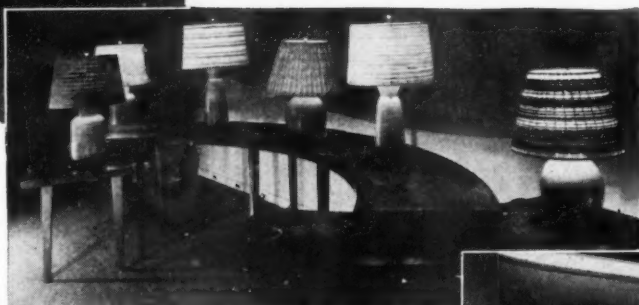
Six-months effort and an expenditure of more than \$100,000 went into their three-floor-modernized showrooms in New York City, says Lightolier. The new layout encompasses the latest in display and merchandising techniques. For these new showrooms Robert Heller Associates designed special tables, which may be used singly or together, for display. Another arrangement permits lamp display without the messy inconvenience of visible cords. A third innovation allows group lamp display without sacrificing the attention-value of single display. Note the clever use of the street windows. Lightolier wanted its facade to do double-duty—Mr. Heller designed the windows in two sections; the left half of the window is used for room-settings, built around the Lightolier line; the right section is given over to displays of individual lamps. Windows are deeper than average; allow greater working space.



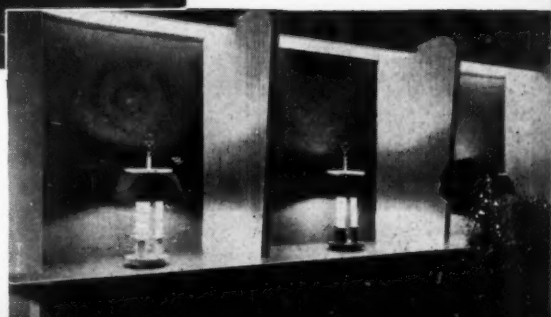
BATTERY OF BULLET LIGHTS . . . spot the custom lamps in this setting. Hand-blocked fabrics suggest decorator tie-ins.



COZY-CORNER . . . To dramatize individual lamps, sets like this one were built—to simulate a room-niche.



STAGE SETS . . . these pictures (above and right) demonstrate a new-technique of lamp display. Gone are the cluttered tables.



New Applications for Market Research

BY WROE ALDERSON • *Wroe Alderson, Simon & Sessions, Marketing & Management Counsel*

Nothing is more important in the introduction of a new product than the determination of the most effective selling price. Every feature of the introductory sales campaign is influenced by price—the distribution channels to be selected and methods of using them, sales training programs and incentive plans, promotional appeals and advertising media. Furthermore, price times number of units equals the gross income from sales which is expected to cover costs and eventually pay a profit.

The traditional method of pricing a new product is to add a margin for selling and overhead to production costs of a determined number of units and to find out by experience how many units can be sold at this price. Tested research procedures now exist for a faster and more reliable determination of the right figure. These methods cannot take the place of the marketing executive's experienced judgment of price strategy. When he calls his plays he is going to take account of the strength and weakness of his own sales organization as well as the holes in the other fellow's line. However, he can act with greater assurance if he has a reliable picture of what the consumer thinks his product is worth.

Two Pricing Problems

There are two quite different kinds of pricing problems which the market analyst may be called upon to investigate. One is the case of the product that has already been designed: The problem is to find the consumer price which will produce the greatest volume and net profit. In the other case the problem is given to the market analyst while the product is in the idea stage. The way is then open to evaluate the opportunities at various price levels and to recommend the general price range toward which the product design department should work.

First, the situation in which the product is ready for the market will be discussed. It will be assumed that samples of the product are available at this point for use in the market survey. The end result to be obtained is an evaluation of the product by a

NO. 1:

Determination Of an Effective Selling Price

representative group of consumers or industrial buyers. The method will be described briefly, using for illustration a recent pricing study on a consumer product.

Fourteen competitive makes of the product were used in the consumer interviews, including the new product. The 13 established products represented an even distribution throughout the entire price range in which there was any likelihood that the new product could make a place for itself. The respondent was first asked to separate the exhibits into a high price and a low price group. Next the respondent was handed the group in which the new product had been placed and asked to divide this particular group of items into two groups again.

The final group in which the new product had been placed was then to be arranged from the lowest to the highest price and the top and bottom price limits named for the group. Only at that point was the new product singled out and the respondent asked to set a price on it. From that point on a number of questions were asked, covering the features which had caused the respondent to place the new product so high up on the scale of items tested and any of the unfavorable features which kept it from being placed higher.

Results of this kind require skillful interpretation. The first step in interpretation is to construct from the data a curve which may be called a relative demand curve. It shows the relation between each price assigned to the product and the percentage of the people in the survey who have

named that price or a higher price. The next is to find the point at which the largest rectangle can be drawn under the relative demand curve. This identifies the price which will produce the largest dollar volume of sales. In many cases of advertised specialties it can be assumed that the price which will produce the largest volume will also produce the greatest new profit. Refinements of this method can take account of variations in cost according to scale of output and thus provide a more accurate determination of the most profitable selling price.

A brief description will now be given of the more difficult but more rewarding procedures for pricing a product while it is still in the idea stage. Such a study sometimes starts with a thorough analysis of the price lines already on the market. What is the volume of sales at each price line? How long has any given price line been stable and what are the indications that it may presently start breaking down? What kind of people are buying at this price line and what is the evidence that they would spend more dollars either for a higher price luxury model or for a lower price utility model?

A Study of Substitution

In other marketing situations the competitive field is less developed and the pricing survey must take the form of a study of substitution. The new product is going to serve a purpose which is now served by products of quite different character. Will the new product save money for the users of the old products and at what point will the saving be a sufficient inducement for a change? Will it provide additional satisfactions for users and how much more are these added features worth?

While these research methods are designed to determine the most effective price the market analyst does not presume to take over the function of the marketing executive in devising price strategy. He does undertake to provide a picture of opportunities and hazards in the market so that strategy need not be conceived in a vacuum.

SALES MANAGEMENT

"We're on a real rush job"

THOSE who are waiting for new telephone service can be assured that we are doing our best to get it to them.

We're adding telephones at the rate of 300,000 a month. That's good. But the job isn't done until we've furnished service to every one who wants it and there isn't a single person on the waiting list.

Getting materials and switchboards and erecting new buildings are our toughest jobs.

It takes more than money and know-how. It takes determination. You have to make up your mind you're going to do it and then get it done somehow. We're doing it that way.

BELL TELEPHONE SYSTEM



"Promotion-of-the-Month" Expands Audiences for Coast Radio Features

NBC Pacific Network puts a packaged promotion plan behind some of its regional radio features to help them compete with big-name big-time entertainment. Increases in listenership have run as high as 45% following exploitation.

Now add to the book-of-the-month, the cheese-of-the-month, and so on — the promotion-of-the-month. To which anybody with a radio program can subscribe.

Some time ago, the western network of the National Broadcasting Company decided that something could be done to promote its regional programs. The big-name national shows—the Bennys, Hopes, McGees, Allens—were getting most of the publicity promotion, while the low-budget regionals were being neglected promotion-wise.

So, to give the regionals the same kind of backing given the nationals, NBC in 1945-46 conducted a well built audience-promotion program for a dozen western shows, with from eight to a couple of dozen stations. That is the Promotion-of-the-Month, and it proves that there is always a larger audience for a radio show if the sponsor, the station or the network will go after it, along certain lines.

"No matter how small your budget, or how local your show, you can always help yourself to more listeners," says Robert McAndrews, Hollywood's NBC promotion manager, in charge of this project. "It will help if you follow these simple rules:

"1. Remember that radio programs are put on by people. People are always most interesting to other people. Develop your promotional ideas around the people in your show, even if it is only one person, like a newscaster.

"2. Develop ideas that are all ready to go. Many local folks who can help you, the station staff, newspaper men and others, haven't much time, or may not understand promotional technique too well. Send them hair-trigger ideas, ready to shoot.

"3. Lean heavily on the network or the station—it is building audience for itself as well as your show, and your gains are its gains."

Why should NBC spend money to promote regional shows when its sponsors are satisfied with results?

REGIONAL RADIO PROMOTION: Packaged promotion plan aids stations in increasing their listener audiences, facilitates the assembling of the over-all publicity of NBC clients.

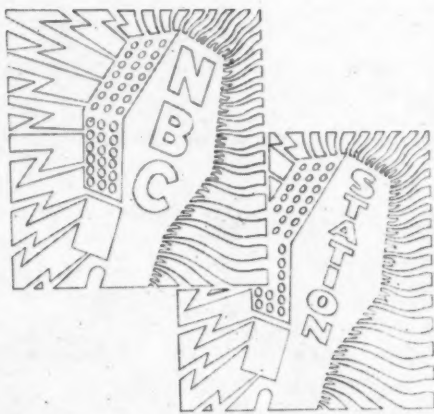
In these monthly promotions, the sponsors were always invited to join, and some did, spending their own promotion money. Still, the network went right ahead, even though they didn't team up. But where was the network's profit?

Today, in addition to building audiences for great shows, the networks are building reputations for themselves. Listeners are being invited to tune in on the assurance that they will always hear entertainment

of a certain calibre. The promotion of individual programs, smaller as well as big-name features, creates that kind of audience reputation and public good-will.

Mr. McAndrews starts thinking about a regional promotion from the angle of "What makes the best promotion for a big-name transcontinental show?" There is nothing that attracts so much attention as taking the show on the road. And taking Jack Benny to Waukegan can be

ANNOUNCING NBC WESTERN DIVISION'S NEW NETWORK-STATION PROGRAM PROMOTION PLAN



A STREAM-LINED, CO-ORDINATED PROMOTIONAL CAMPAIGN DESIGNED TO BUILD BIGGER AND BETTER RADIO AUDIENCES FOR EVERY NBC WESTERN DIVISION ADVERTISER... ON EVERY NBC STATION... IN EVERY WESTERN MARKET

SALES MANAGEMENT

Showmanship takes to the Sky!



A new product-selling idea was launched recently when the "Atlas Sky Merchant" took to the air on a tour of 800 airports in the United States and Canada.

This four-motored "flying showroom" has been specially fitted to house a streamlined display of the full line of Atlas products. It will serve to introduce the new Atlas line of aviation supplies to complement its already established automotive line . . . and is a big contribution toward making aviation service simpler, easier, and more convenient.

The use of this dramatic airborne exhibit to merchandise aviation and automotive accessories is an outstanding example of how SHOW-MANSHIP is put into selling. Gardner Displays designed and constructed the colorful interior of the plane and is proud to have taken part in this revolutionary step. The Sky Merchant opens the way to a great new field . . . "sky selling."



The interior of the Douglas DC-4 plane is equipped with 16 lounge-type chairs, sound motion picture equipment, portable display units, a well-appointed galley, the most modern communications equipment and everything required to accommodate full-scale promotion and training meetings for dealers.

Gardner DISPLAYS

477 Melwood St., Pittsburgh 13, Pa. MAYflower 9443
New York . . . 516 Fifth Avenue, New York 18, N.Y., Vanderbilt 6-2622
Chicago . . . 185 N. Wabash Avenue, Chicago 1, Ill., Andover 2776
Detroit . . . 810 Book Tower Building, Detroit 26, Mich., Randolph 3557

Remember THESE POINTS WHEN YOU BUY RADIO IN THE METROPOLITAN NEW YORK AREA

1 WAAT is the station in North Jersey — America's Fourth Largest Market.*

2 WAAT'S bonus audience in the five boroughs of New York City is almost equal to WAAT'S North Jersey audience.

3 When the time costs are considered, WAAT is the best buy!

Result?

WAAT DELIVERS MORE LISTENERS PER \$ IN NORTH JERSEY—AMERICA'S 4th LARGEST MARKET* THAN ANY OTHER STATION... INCLUDING ALL 50,000 WATERS. (EVEN BEFORE CONSIDERING THE BONUS AUDIENCE IN THE 5 BOROUGHES OF NEW YORK CITY.)

*Do you realize this market contains over 3½ million people; more than these 14 cities combined: Kansas City, Indianapolis, Rochester, Denver, Atlanta, Toledo, Omaha, Syracuse, Richmond, Hartford, Des Moines, Spokane, Fort Wayne, Dallas.



duplicated on a lesser scale by taking your regional show on a trip.

Pile your whole show—the actors, writers, producer and studio cat—into a bus or plane, and take them to the sponsor's city or to key distribution points for his product. Put them up at different hotels or clubs, have them visit schools and club meetings, spread them around town so everybody sees them eating and dancing, take them around to meet your distributors. . . . "Mr. Jobbins,

gan when he was a school kid in Boston, and won spelling matches.

Why not a weekly radio spelling match? The idea proved sound, and the promotion was built on the belief that people would like MacQuarrie if they tuned in long enough to get to know him. Also, that spelling, words, dictionaries, Noah Webster, do not appeal strongly to a lot of people. But words can be fun. Contestants pitted against each other can be exciting. This is really a game,



ANNOUNCEMENTS

"NOAH WEBSTER SAYS"

FOR FUN WITH WORDS AND INFORMATION TOO, DON'T MISS
THAT FASCINATING RADIO GAME WITH WORDS...."NOAH
WEBSTER SAYS"...THURSDAY NIGHT AT 9:30 O'CLOCK,
THIS STATION.

SPOT ANNOUNCEMENTS: They're part of the NBC promotion kit to aid Western radio stations build their listener audiences. Kit also includes ideas for local ads, displays, etc.

this is Mr. Schreiber, who writes our radio show."

Radio has become a habit. People tend to listen to the same programs. They are a little snooty about new programs, may not tune in long enough to get acquainted with the people, form a new habit. So, you take your show people to their town and they are bound to be interested in hearing people they've seen. They listen, and get the habit, and your Hooperating rises.

Next best thing to barnstorming is to take your people around by the printed word and picture, and the spoken announcement. You can even use the "testimonial!"

In these promotions-of-the-month, the start is made by gathering an abundance of good ideas and packing them into a promotion kit, which is sent to all the stations used by the sponsor. It contains press releases, photos, mats, radio announcements and other publicity material prepared so that everything can be used by the station that hasn't a full-time promotion manager.

A typical kit is that for "Noah Webster Says," sponsored by the Southern Cotton Oil Co.—a spelling contest on the air, put on by Haven MacQuarrie. Life-of-the-show, MacQuarrie himself, big, genial, witty, whose interest in Noah Webster be-

and maybe you will pick up a little information, improve your rotten spelling.

News releases: A couple of stick-fuls about MacQuarrie, how the idea got going, how the schools listen in, and Noah Webster clubs of listeners are formed; with paragraphs of six lines relating some program incident, as how no kid ever slid down a bannister, because Noah Webster says a bannister is "a single upright post in a balustrade."

Radio announcements, 10-second invitations to listen, because it's fun and self-government.

Photographs and mats of MacQuarrie, the mats column-wide and one-inch high, with a five-inch double column mat advertisement for the radio page, give the local promotion man or woman ample material for featuring the show. The kit looks simple, is easy to use, makes an effective tool for building station reputation and audience.

The kit is planned so that it goes into a file, and becomes the receptacle for newspaper clippings, photos of station displays, mailing pieces, carbons, and other records of the promotion. At the end of the month, it is folded, sealed, dropped in the mail, and NBC pays the postage, using the material for making up a large sponsor's scrapbook. Thus, the pro-

SALES MANAGEMENT

Remember when you were the forgotten man?



• When you were a branch manager, how many times did you say to yourself: Why doesn't the boss come out here once in a while so we can hash out some of these problems?

Now that you are the boss, don't you believe the men in the field need your personal help on important jobs? You'll agree they do. Possibly you are pressed for time. Maybe you can't make reservations when it suits your convenience.

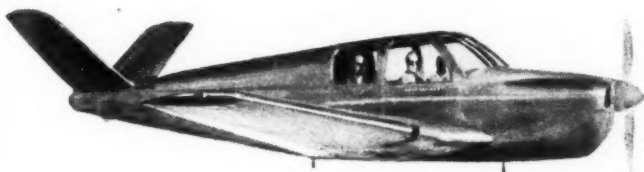
All of these problems are minimized with a Beechcraft Bonanza at your service. Because, with a Bonanza—you go when you need to go. No more forgotten men!

The luxurious comfort of the new Bonanza, its cruising speed of 175 miles an hour and its range of 750 miles make it an ideal business executive's plane. Actual direct operating cost can reach as low as one cent per passenger-mile! It saves you time, reduces your dollar-hour travel cost and gives you first-hand knowledge of what business conditions are, because you can be there in a matter of hours and minutes.

The nearest Beechcraft distributor will help you appraise the value of a Bonanza for use in your business. Call him. Beech Aircraft Corporation, Wichita, Kansas, U.S.A.

Built for Business Four luxuriously comfortable seats.
Sound-proofed—quiet as an open-window car at 55!
Fully equipped—radio, lights, flaps, etc. \$7,345 F.A.F., Wichita.

BEECHCRAFT
BONANZA
MODEL 35



motion work of each individual station is laid before the sponsor.

Where the sponsor's product can be promoted by local dealer teamwork, letters to merchants are included in the kit, calling attention to the month's emphasis on that program, and suggesting special displays.

The "testimonial" comes in by having the people of other programs refer to the show that is being promoted—and such references may be obtained from national stars.

"Oh-migosh!" says Fibber McGee, "I almost forgot to tune in on the

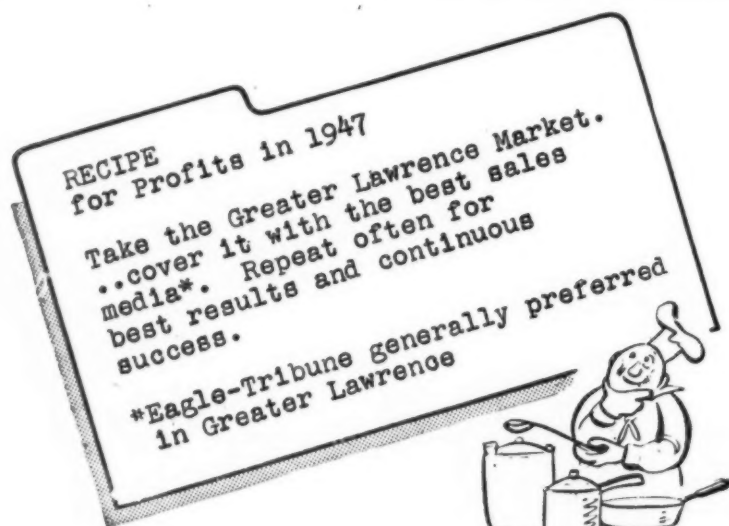
Richfield Reporter." That's a news program, widely popular on the Pacific Coast, and Fibber, Eddie Cantor and other stars are actual listeners. A lot of the visiting back and forth from one program to another, and the mock antagonisms between stars, is really network promotion.

Here are the regional shows that have been given the month's promotion, heard either along the Pacific Coast, or in the 11 western states, since this promotion began:

Aunt Mary—Serial. Monday through Friday, 15 minutes, 17 stations. Safeway



THAT'S WHAT "NOAH WEBSTER SAYS"—on the NBC western program featuring genial, witty Haven MacQuarrie (above).



Why the Daily Eagle and Evening Tribune? Because they are the only newspapers devoted exclusively to the Greater Lawrence market. Here are salient facts on the Capital of the Worsted Textile Industry:

- Population 128,619
- Valuation \$84,248,100
- Food sales \$14,654,000
- Retail sales \$52,942,000
- Total buying income \$90,480,000

(Sales Management 1946 Survey of Buying Power)



Reach the people who are better able to buy your product. Reach them thru their daily newspaper—the Eagle-Tribune. Read in 95 out of every 100 homes. ABC Circulation over 35,000.

Serving hundreds of national advertisers

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

Stores, Inc., Duchess salad dressing, J. Walter Thompson Co., San Francisco.

Bennie Walker's Tillamook Kitchen—Recipe program. Saturday, 15 minutes, 7 stations. Tillamook County Creamery Association, Tillamook, Oregon, Botsford, Constantine & Gardner, Portland.

Dr. Paul—Serial. Monday through Friday, 15 minutes, 25 stations. Safeway Stores, Inc., Dwight Edwards coffee, J. Walter Thompson Co., San Francisco.

Elmer Peterson—Newscast. Wednesday through Saturday, 15 minutes, 8 stations. Planters Nut & Chocolate Co., Wilkes-Barre, Penn., Raymond R. Morgan Co., Hollywood.

Fleetwood Lawton—Newscast. Monday through Friday, 15 minutes, 8 stations. Whitehall Pharmacal Co., New York, 4 products, Dancer-Fitzgerald-Sample, Inc., New York.

King's Men—Quartette. Friday, 15 minutes, 7 stations. Brown & Haley Candy Co., Tacoma, Almond Raca candy, Honig-Cooper Co., Seattle.

Noah Webster Says—Contest. Thursday, 30 minutes, 8 stations. Southern Cotton Oil Co., San Francisco, Wesson oil, Snowdrift, Fitzgerald Advertising Agency, New Orleans.

Richfield Reporter—Newscast. Daily except Saturday, 15 minutes, 14 stations. Richfield Oil Corp., Los Angeles, Hixson-O'Donnell Advertising Agency, Los Angeles.

Sam Hayes—Newscast. Monday through Saturday, 15 minutes, 7 stations. General Mills, Inc., Minneapolis, Sperry Pancake, Waffle flour, Wheaties, Knox-Reeves Advertising, Inc., San Francisco.

Standard Hour—Symphony. Sunday, 1 hour, 18 stations. Standard Oil Company of California, San Francisco, petroleum products, B.B.D. & O., San Francisco.

Standard School Broadcast—Music education for schools. Thursday, 30 minutes, 21 stations. Standard Oil Company of California, B.B.D. & O., San Francisco.

This Woman's Secret—Short story. Monday through Friday, 15 minutes, 10 stations. General Mills, Inc., Minneapolis, Sperry flour, cereals, Wheaties, Knox-

SALES MANAGEMENT

Reeves Advertising, Inc., San Francisco.
Mystery Is My Hobby—Drama. Saturday, 30 minutes, 25 stations. The Shontex Co., hair dressing and shampoo. Robert Raisbeck Agency, Hollywood.

Along with the promotion kits that go out to 30 stations every month, there is a "roundtable" of workable ideas on audience promotion in general, so called because once a month an idea conference is held in Mr. McAndrew's office, and those ideas that seem to be suited to regional promotion are sent out in mimeographed form. Typical ideas:

In San Francisco a testimonial dinner was given for all western consumer brands in existence 50 years—suggested that stations look up local brands able to qualify, mention on air, stage local "The Name Speaks" luncheons.

Attention called to a book "Marketing in the West," containing business facts that can be used by western radio stations.

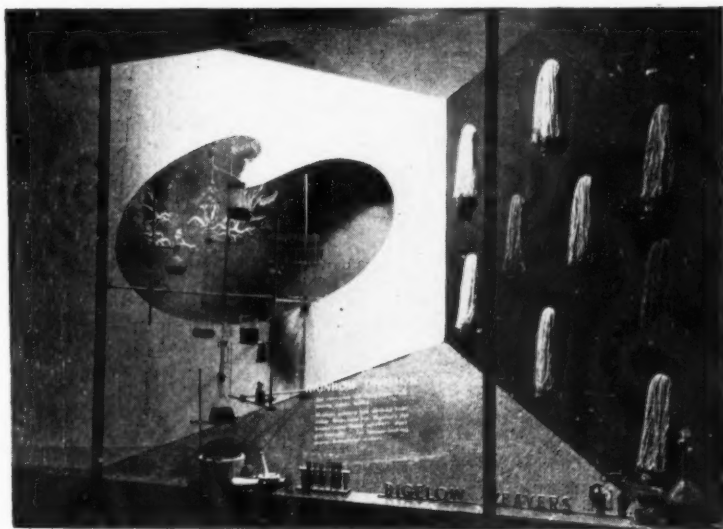
Report on promotion that produced Hooperating of 70, highest ever in Los Angeles, for Louis-Conn fight, with blimp, planes, sandwich men, trade journal and press promotion.

The results of this regional show

promotion are unmistakable. A careful check of Pacific Coast Hooperating reports revealed audience increases ranging as high as 45% in each program, during the three months after its special promotion. The campaign won honorable mention in the College of the City of New York's 1946 promotion competition.

During 1946, western stations contributed \$15,000 worth of air time to this promotion-of-the-month, in addition to their cooperation with the NBC Parade of Stars and the promotion of transcontinental shows. Newspaper space ran to 6,000 column inches, with unmeasurable lobby and window displays, store tie-ins and so on. Monthly mailings keep a list of 1,260 western advertisers and agency men regularly posted on the campaign and the results. And besides the 30 western stations receiving the promotion kits, 30 others have asked to be put on the mailing list to help them build additional audience.

All of which proves that there are plenty of additional listeners for any show that has made its place on the air. Provided you pass your plate!



HOW TO SELL A RUG . . .

Bigelow Weavers have been stopping traffic before their New York City sales office windows with this provocative display—designed to perform a painless and interesting educational job. In the background are skeins of wool, dyed in the several Bigelow colors; to the left, as background for test tubes full of dyes, is a spot-map of the locations from which particular dyes have traditionally come. In the foreground a simple plastic form carries explanatory text. "For centuries," says the legend, "all dyes came from leaves, roots and barks. Modern science," it adds, "has derived truer colors from coal tar. Bigelow uses these synthetic dyes exclusively . . . for longer-lasting, more beautiful colors." The windows, says the company, have drawn numbers of people into its showrooms, where rugs in all the colors of the skeins are on display.

NO USE TURNING CUSTOMERS AWAY

And yet you may be doing just that. There's a 7 billion dollar market you could encourage simply by letting these people know you'd welcome their business. For the Negro looks to his race press for guidance. Your advertising in the Negro papers can earn his confidence, good will and regular patronage.

But whether your product is cosmetic, food, drink, wearable, or anything else, it will pay you to write to Interstate United Newspapers, Inc., 545 Fifth Ave., New York, for the facts on the success stories built out of reaching this great and growing market through advertising. Write now!

**If You
Manufacture
and Sell
COSMETICS**

PROTECT AND PRESERVE
your
 ART WORK • PHOTOGRAPHS
 PHOTOSTATS • PROOFS
 CREDIT CARDS • RECORDS
 PRESENTATIONS • SHOP CARDS
 by inserting them in



VU-THRU

ACETATE ENVELOPES

All sizes. Quick delivery. Save many times their low cost. Write for samples and prices on your company letterhead.

GLENFIELD PLASTICS, INC.
 14 DE WITT STREET, BEAVER FALLS, N. Y.

The management man's
 preferred source of daily
 business news in the nation's
 greatest industrial area
 — the Central West.

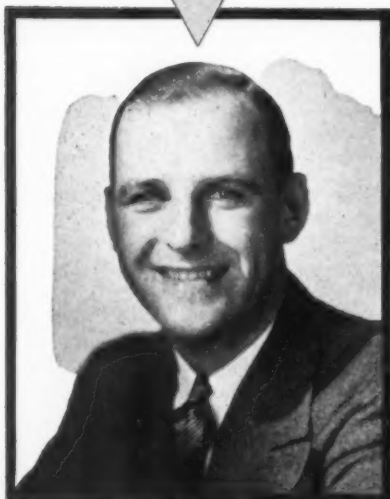


**Chicago Journal
 of Commerce**

**STEP INTO COMFORT IN
 ST. LOUIS**



YOUR
"Opening Wedge"
TO
6,000,000
FARM
FAMILIES



County AGENT VO-AG TEACHER OR EXTENSION LEADER

The advice and recommendations of the County Agent, Vo-Ag Teacher, and Extension Leader exert a powerful influence on the daily lives and habits of 6,000,000 farm families. What he says usually goes because he's a trusted friend, neighbor and counselor to every one of them. And the best way to let these influence men know and respond to *your* sales message is through *Better Farming Methods*. For 18 years their business magazine.

CCA Circulation—17,000

Better
FARMING
METHODS



Watt Publishing Co., Mount Morris, Ill.

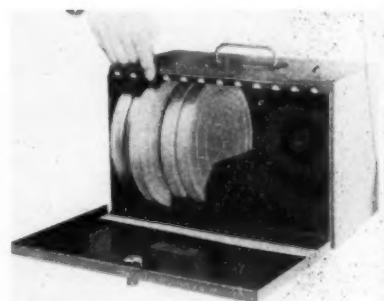


AUTOMATIC TYPEWRITER: The Robotyper, model ER, is so constructed that several electric typewriters can be hooked up and operated from a master record.

Coming Your Way

.... **robotyper**, an automatic typewriter, enables one typist to turn out at least 200 individually-typed letters daily, varying as to addresses and filled-in details. Operating on the vacuum principle, its mechanism is controlled by a master record, perforated like a player-piano roll. The roll operates the keys in the same manner as a typist, and so it performs any typing that an individual can do, it is said, including underlining, line spacing, tabulating and shifting for capitals. The roll also permits convenient, permanent filing for later use. Any letter once typed on the Robotyper can be used again and again. The machine measures only 19 by 26 inches and can be used with any make of electric typewriter. The model ER Robotyper is so constructed that as many electric typewriters as desired can be hooked together for simultaneous operations off one master record roll. Among the correspondence that Robotyper can handle speedily and accurately are direct mail campaigns, letters of credit, price lists, forms, postcards and address stickers. Letters may be personalized with the machine. It is adjustable for automatic stops, standing idle until the operator fills in names, dates, or any other desired material. Paragraphs may be changed, inserted or omitted anywhere in the body of the letter. The ER Robotypers can be so arranged that as the typist fills in the heading of a letter, another machine addresses the envelope.

.... **ejector film library chests**, with push button control, have been made available for immediate delivery by Technical Devices Corp. With push-button control one simply pushes the button over the desired reel and out pops the reel. The self-aligning feature of the chest also enables the user to conveniently stack one unit on top of the other with no fear of the reels jockeying out of position or falling. The door of the chest



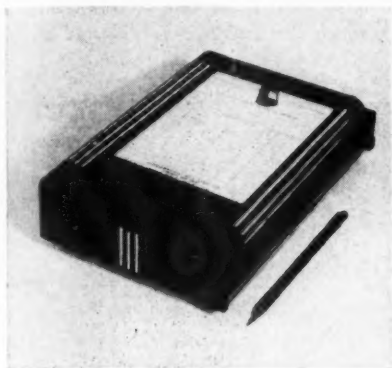
FILM CHEST has push button control.

opens downward, cabinet style, and, regardless of the number of reels stored any reel may be safely ejected without disturbing the other stored reels. Fodeco Film Library Chests have outside and inside index. They are all metal welded.

.... **bantam portable register**, made by the Autographic Register Co., opens from the side, book-wise, rather than from the conventional top-to-bottom position. This feature is said to achieve

SALES MANAGEMENT

greater strength and utility as it distributes the tension, takes the pressure off the hinges and diminishes the possibility of accidental break-off. This aluminum, book-



ALUMINUM PORTABLE REGISTER: The cover opens from the side in book fashion.

light register is designed to give the strength of a counter model to a device that can be carried easily. The Bantam, used to make multiple copies of handwritten forms in stores, offices, plants or on trucks, uses Durographic Ink Paper which is guaranteed to last five times as long as ordinary carbon paper.

.....twinlenz viewer for 2" x 2" slides, now being introduced by Craftsmen's Guild, achieves with the use of a single slide a compelling three-dimensional effect. It



COMPACT SALES TOOL: The new viewer achieves a fine three dimensional effect.

is so designed that the user may view a single transparency with both eyes, eliminating fatigue from keeping one eye closed. It is expected that the compact viewer will be largely used by sales organizations as equipment to enable their salesmen to make more effective presentations of their merchandise.

The Twinlenz Viewer can be easily disassembled for the cleaning of the optical parts.

FEBRUARY 1, 1947

check



Your Direct Advertising Needs!

- | | |
|---|--|
| <input type="checkbox"/> Sales Promotion Ideas | <input type="checkbox"/> Printing Catalogs & Brochures |
| <input type="checkbox"/> Planning Your Campaign | <input type="checkbox"/> Personalized Pieces |
| <input type="checkbox"/> Writing Your Copy | <input type="checkbox"/> Ahrend Letters |
| <input type="checkbox"/> Art and Design | <input type="checkbox"/> Multigraph and Mimeographing |
| <input type="checkbox"/> Typography and Layout | <input type="checkbox"/> Addressing and Mailing |

AHREND CLIENTS
HAVE WON

21
NATIONAL AWARDS

IN THE
PAST 4 YEARS

Check—with Ahrend . . . for any, or all of your advertising requirements, whether it be a single promotion piece or a complete campaign.

Ahrend's staff of 250 experts has the experience, the "know-how" to meet your problem effectively, economically, profitably for you.

Write or phone MU 4-3411, TODAY!

D. H. AHREND COMPANY *Creative Direct Advertising*

333 EAST 44th STREET • NEW YORK 17, N. Y. • MURRAY HILL 4-3411

Sales Managers Attention!

The **CONSUMERS' SALES ANALYSIS SURVEY**

just published by *The Haverhill Gazette*, shows exactly where your product and your competitor's product ranks among the families of Haverhill, Massachusetts. The survey also shows how families plan to spend money for new products next year.

THIS SURVEY IS FOR YOU—SEND FOR IT!

★ **HAVERHILL GAZETTE**

Haverhill, Mass.

George W. McLaughlin, Adv. Mgr.

or

Ward-Griffith Company, Inc.

National Advertising Representatives

247 Park Avenue
New York 17, N. Y.
Wrigley Building
Chicago 11, Ill.

22 Marietta Street Bldg.
Atlanta 3, Ga.
General Motors Bldg.
Detroit 2, Mich.

Russ Building, San Francisco 4, Cal.

Statler Office Building
Boston 16, Mass.
Hotel Newhouse
Salt Lake City 10, Utah

THE "SURVEY" IS COMING!

Reservations will now be accepted for extra copies of **SALES MANAGEMENT'S** new 1947 *Survey of Buying Power*, to be published May 10th. Price: \$2.00 per copy.

SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.



DIVERSIFICATION: A long step from sandpaper is the "Scotch" Brand Masking Tape used (left) to make the stencil from which the design is sandblasted on glass.



Line Expansion Lifts Minnesota Mining Sales To \$75,000,000

Based on an Interview with **GEORGE H. HALPIN** • Vice-President,
General Sales Manager, Minnesota Mining and Manufacturing Co.

Don't try to tell George H. Halpin, vice-president and general sales manager, Minnesota Mining and Manufacturing Co., St. Paul, Minn., that while you are aware diversification of products works out well in some companies, *your* particular business is different and does not lend itself to horizontal development.

Mr. Halpin insists that any company—yes, he emphasizes the *any*—can diversify its products to its advantage and profit. He offers the case of the 3M company as positive proof.

"There couldn't be anything more ordinary or prosaic than manufacturing of sandpaper and other abrasives," he declares. "Up to 20 years ago they called it 'the sandpaper business,' now it's 'the coated abrasive paper and cloth industry.' Minnesota Mining was in that field and no other. But now . . ."

To give a good idea quickly of the extent of the company's diversification, Minnesota Mining and Manufacturing's sales for 1946, Mr. Halpin states, hit the \$75,000,000 mark and included 16 families of products other than abrasives. Today, the min-

ing end of the business consists of actually no mines at all but rather several quarries from which are secured a small amount of high grade flint for abrasive use and some base materials for the manufacture of roofing granules.

Probably the best known non-abrasive product is "SCOTCH" Brand Tape. People are just beginning to associate it with 3M Company today even though its sales have run into many millions of dollars annually for years.

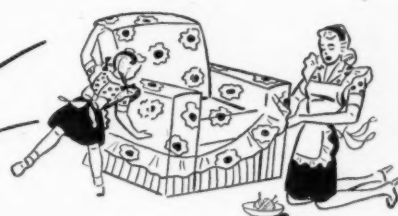
Another new development is "SCOTCHLITE" reflective sheeting which consists of thousands of microscopic glass lenses to the square inch mounted on fabric or film backing. This material is used on both advertising and safety signs and reflects light from a far greater distance than the "buttons" on a highway "stop" sign, for instance. It also has the advantages of showing the entire sign background in full daytime color when headlight beams strike it at night. Still another form of this versatile product—nighttime reflective fabric as a trim for hats, coats

and other garments—is just making its appearance and has the enthusiastic endorsement of traffic safety councils from coast-to-coast.

Another product which is coming to the fore is "SAFETY-WALK." This product is a mineral coated, weather-proof, long wear sheeting used for non-slip purposes on stairs, walks, ramps, catwalks—in fact, any place where slipping is a hazard. For instance the giant aircraft carrier "Midway" had its entire flight deck covered with "SAFETY-WALK" strips to prevent slipping, skidding and accidents . . . and that's only one of hundreds of war and peace-time applications.

The diversification all started with the establishment of a laboratory to improve sandpaper, explains Mr. Halpin. The first fruit of this research was development of a waterproof abrasive paper. This new product revolutionized refinishing methods in the furniture and automotive industries. In addition to providing faster, smoother finishing, the new waterproof paper, used wet, completely eliminated dust and safeguarded the

SALES MANAGEMENT



Idea-Planned... ***for year-round living***



● Summer, winter, spring and fall . . . every season finds more than 2,000,000 Household families intently engaged in the myriad activities of small city and town living. And in all these families, where home life has a uniquely important meaning, Household is welcomed as a source of guidance, stimulus and inspiration. Its idea-packed editorial pages crystallize and implement their many needs and wants . . . its advertising pages point to the means of gratifying these needs and wants.

In this stable and enduring family market (Household families include 3,067,861 children under 18), Household is an unrivaled sales booster. It's your advertising key to America's small city and town home market . . . where 41% of the nation's sales are made.

HOUSEHOLD A MAGAZINE OF ACTION

Streamlined **FOR SMALL CITIES AND TOWNS**

CAPPER PUBLICATIONS, INC. • TOPEKA, KANSAS

FEBRUARY 1, 1947

awards of CONFIDENCE

1189
ADVERTISING AGENCIES

4461
ADVERTISERS PLACED

12,292
PAGES OF ADVERTISING

in these Haire Publications
during the year 1946



HAIRE

SPECIALIZED BUSINESS PAPERS

1170 Broadway • New York 1



ON THE JOB 24 HOURS A DAY: When auto headlights strike this sign (left) "Scotchlite" reflective sheeting produces the glowing display (above) at night.

health of countless workers who formerly were stricken with silicosis.

When two-tone automobile bodies came into fashion years ago, manufacturers ran into a real snag. To facilitate enameling the bodies, masking tape was needed to prevent one color from running into another. "Manufacturers started using surgical tape," recalls Mr. Halpin, "and some actually went to the drug store to buy it because it was stocked by distributors in such comparatively small quantities. But it didn't work out. The cloth backing was porous; enamel often leaked through, necessitating an expensive clean-up job."

An inventive genius in the 3M Research Laboratory saw this problem and went to work on it. He came up with "scotch" Masking Tape which resisted paint penetration and was made of paper, the first tape of its kind in the world. It would stick like molasses candy yet could be cleanly and easily pulled off the surface to which it had been applied. It was the first of the more than 100 different kinds of "scotch" Brand Tapes that the 3M Company makes.

When those see-through-it cello-

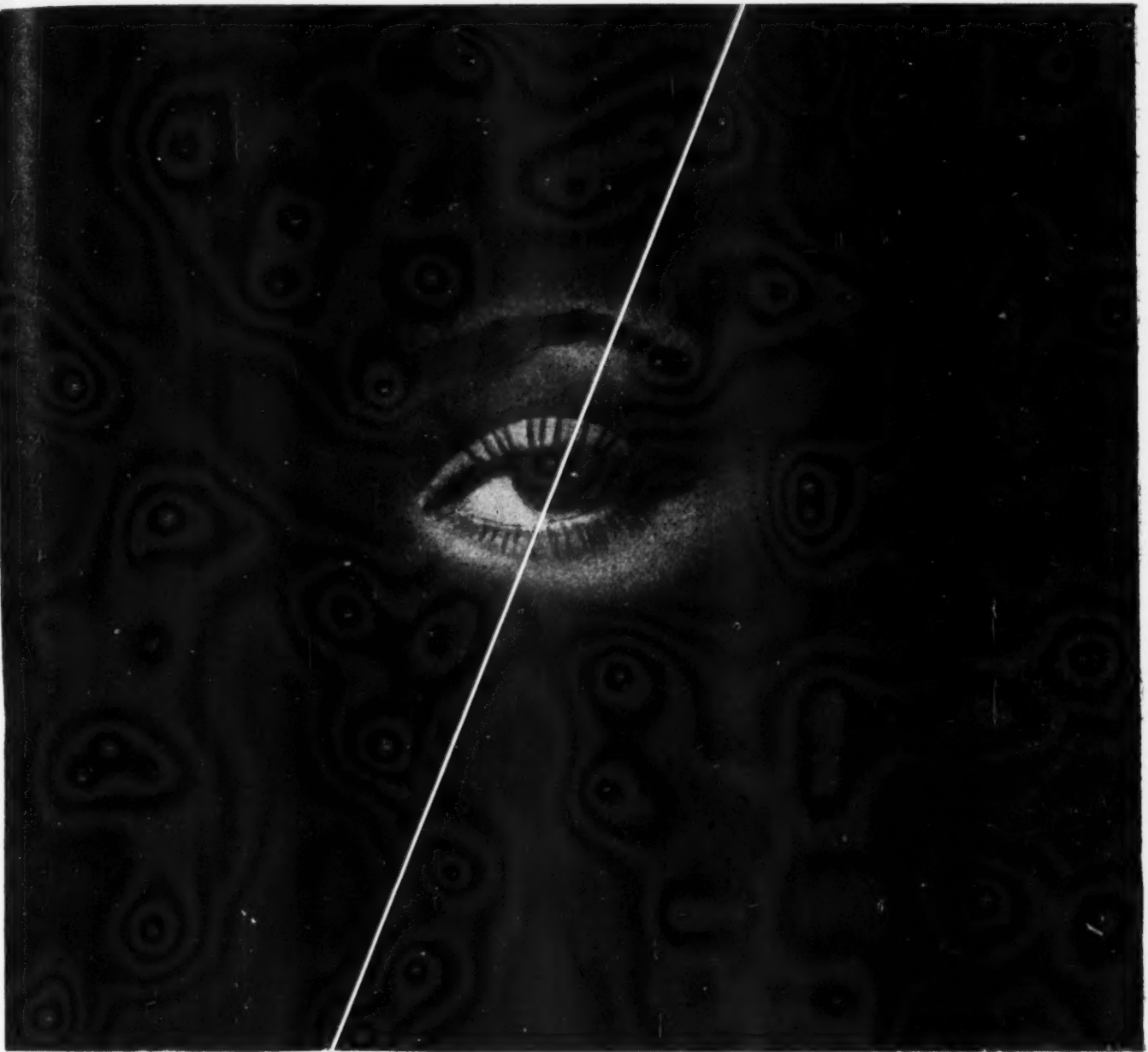
phane containers came out some years ago and did so much to make products look attractive, they created another knotty problem. Adhesives wouldn't stick to them. The containers couldn't be sealed. The same inventor who had created "scotch" Masking Tape went to work again. He came through with another entirely different type of tape product than had never been produced before. Named "scotch" Cellulose Tape, this new product was transparent as glass, would stick like iron and had a variety of uses that today are numbered in the thousands.

"In introducing it," says Mr. Halpin, "our company even went into the business of jobbing cellophane bags for a time, so it could sell the "scotch" Cellulose Tape with them. The cellulose tape is used in one form or another on a great many kinds of cellophane and paper-wrapped products and in a myriad of holding, protecting and repairing uses . . . not only in the natural shade but in many colors. And now almost every store you go into uses "scotch" Cellulose Tape in sealing packages, or sells it, or both."



TWO-TONE PAINT JOBS can be handled quickly and cheaply by using masking tape. More than 100 variations have been developed out of the original idea.

SALES MANAGEMENT



HALF AN EYE is all it takes to select
the *number one* medium for sales of your product
in the San Francisco area.

Take a quick look at The Examiner's circulation figures,
advertising volume and variety, news coverage,
features and a public service record that gives it
unusual prestige—and you'll see what we mean.

NATIONALLY REPRESENTED BY
THE HEARST ADVERTISING SERVICE

San Francisco **EXAMINER**
FIRST FOR MORE THAN 50 YEARS

"If we could only get it into the homes, what a nice thing that would be," we told ourselves. So the company placed an advertisement in *Good Housekeeping* picturing the tape and telling some of its uses in the home. This brought encouraging results. Sale of the tape for home use grew. Right now the company is spending hundreds of thousands of dollars to show home owners the many uses of "SCOTCH" Tape. You saw it this past Christmas for doing up bundles prettily, and in a variety of widths in every color of the rainbow.

Recently the company has devel-

oped a "SCOTCH" Tape for use in electrical insulation, also in radios where bulky insulation cannot be employed. Another relatively new type is "SCOTCH" Shoe Tape, of which as much as three yards may be used in a pair. The company has even developed a sandblast tape. This is stuck onto a monument stone to form a stencil for the letters. Then the letters are cut by sandblasting, thus saving tedious hand chiseling.

Some 15 years ago, when asphalt shingles began to become popular, the colors washed off in stormy weather or faded when exposed to the sun.

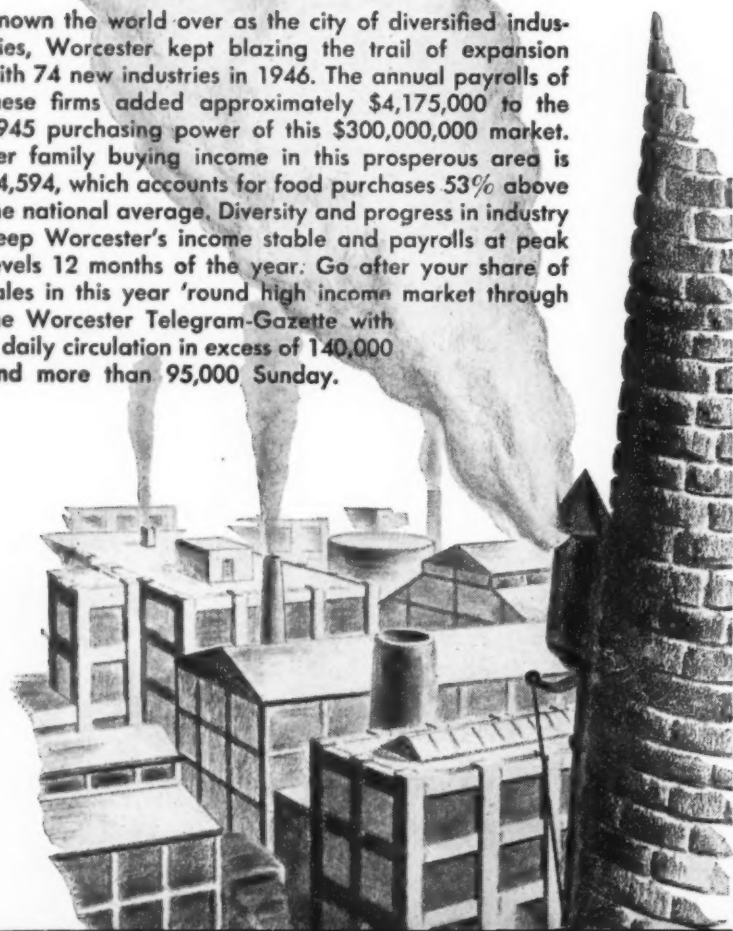
The 3M Company undertook to lick this failing. It discovered a process for baking color onto graded granules. Today, the company has captured practically all this type of business and now supplies 25 to 30 roofing manufacturers. The granules are made in eight or 10 different colors. The volume runs into hundreds of thousands of tons annually, and the company recently built a plant in Little Rock, Ark., to take care of this business.

3M's part in the asphalt shingle business created such a need on its part for chrome oxide and red iron oxide—about 50% of the shingles are green and another 20% red—that it started to make both. This industry now is a large one in its own right, and the 3M Company is the biggest user of the two oxides in the country. Oxides are also being sold in quantities for other purposes, for instance, barn paint.

Other 3M products such as sulphuric acids and organic silicon compounds also have developed as a by-

WORCESTER Consistently A Great Market

Known the world over as the city of diversified industries, Worcester kept blazing the trail of expansion with 74 new industries in 1946. The annual payrolls of these firms added approximately \$4,175,000 to the 1945 purchasing power of this \$300,000,000 market. Per family buying income in this prosperous area is \$4,594, which accounts for food purchases 53% above the national average. Diversity and progress in industry keep Worcester's income stable and payrolls at peak levels 12 months of the year. Go after your share of sales in this year 'round high income market through the Worcester Telegram-Gazette with a daily circulation in excess of 140,000 and more than 95,000 Sunday.



The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

"The changing world demands new adjustments and if we do not develop we are left behind." —**Clifford F. Hood**

President, American Steel
& Wire Co.

product of explorations into new fields of product manufacture. An illustration of this is the 3M Adhesive Division which was first started to meet the needs of an automotive manufacturer. Today, the company is the largest manufacturer of rubber adhesives in the country and makes a total of 944 separate adhesive formulae that are used everywhere from cosmetic manufacturing to shipbuilding.

"The company has at least 10 'Million-Dollar Babies' today," says Mr. Halpin in summing up. "By this I mean at least 10 products selling a million-dollar volume or more annually.

"But the company is really just getting started in diversification," he continues. "This sort of thing gets into your blood. You start developing one new product after another. First thing you know, you have plans so far ahead you wonder whether you'll ever catch up with them.

"And speaking of diversification, the 3M Company is still in the abrasive business, too. It now makes 496 structurally different abrasive items that are trimmed, slit or die-cut into thousands of sizes and shapes."

SALES MANAGEMENT

the Following:



Franklin for his foresight in founding that excellent periodical, *The Saturday Evening Post*, 219 years ago.



To Guy Gilpatric, also a man of foresight, for writing his 1946 Christmas story about Muster Glencannon on one of the hottest days last summer.

score of companies that, since last Valentine's Day, started advertising in the *Post*. Here's to success!

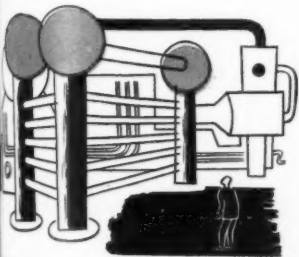
hundreds of readers who read the "unbelievable" door in the Dohanos' shop cover (Jan. 26, 1947, *Post*) and our attention it in positions.



Hollywood for giving the lead roles in David's thrilling *Post* serial "Dark Passage" (July 28) to H. Bogart and L. Bacall. Also, for filming two recent *Post* serials: Borden Chase's "Chisholm Trail" (Dec. 7) and Luke Short's "Station West" (Oct. 19).



people everywhere who, no matter how they're asked, tell us they like to read the *Post*—far more than in any other magazine.



William L. Laurence, "the best scientific writer in America," for writing such a remarkably accurate article about atomic energy 'way back on December 7, 1940. Also to the same Mr. Laurence for writing that most clear and comprehensive account of the future of atomic energy (April 13

To Beverly Smith, *Post* Washington Editor, for creating more "Post Luck" with his timely report on Secretary Byrnes the very week before Mr. Byrnes resigned.



To the people who make automobiles and all the accessories for investing more of their advertising dollars in the *Post* during the past year than in any other magazine.

To the father of a serviceman who got around postal weight limits by slicing each issue of the *Post* into eight parts and mailing them separately to his son overseas.



To the most fascinating and frightening female we ever met—Hazel.



To America's leading companies which, despite strikes and shortages, consistently advertised their products and services in the *Post*. We are proud of your faith in the future of our country.

To the Tire and Rubber Industry, which concentrated one out of every four magazine advertising dollars in *The Saturday Evening Post*.

To Butch and Rivets for reminding us of all the dogs we ever owned.



To all advertisers of fresh fruits and vegetables who ran more advertising in the *Post* than in the next four general weeklies combined!

To Greer Garson, who wrote a fan letter to *Post* author Pete Martin saying that she was "all agog" over his article "Hollywood's Fabulous Female." It appeared in the Dec. 28 issue.



To Francis Wallace for picking an All-American team long before the season had begun (Sept. 21 issue). (Seven of his choices were on the All-American Team that appeared in the Dec. 21 *Post*.)

To the people who sell you gas and check your oil for putting more of their advertising in the *Post* than in any other magazine.



Nation's Business
has **MORE**
than any other
business magazine!

MORE presidents,
general managers, board
chairmen—

MORE executive
subscribers in every busi-
ness classification—

MORE executive
subscribers in every in-
dustrial area—

MORE executive
subscribers in every pop-
ulation group—

Shop Talk

Market Calibrator: Wroe Alderson who, in this issue (p. 46, starts a series of six short articles on "New Applications for Market Research," has explored most of the statistical avenues and byways known to market analysis. His college diploma bears the crest of George Washington University, where he majored in economics and statistics. Not having been frightened by slide rules, electric calculators or punch cards, he took graduate work in the same fields at Pennsylvania.

For some years he served as chief business specialist in distribution cost analysis in the Bureau of Foreign and Domestic Commerce in Washington, where his name turned up among the credit lines on many pioneering market studies: the first regional market survey, for example, and the Louisville grocery survey. Later he tackled a new set of problems in research at Curtis Publishing Co.

Alderson has contributed far more than the minimum two cents' worth to the development of such now-widely-used techniques as store panels, consumer panels, statistical sampling, and patterned interview procedures for industrial market research.

Today he is teamed with Joseph B. Simon and Robert E. Sessions in the firm of Wroe Anderson, Simon & Sessions, who dispense marketing and management counsel from offices in the Lewis Tower, Philadelphia. His next article will deal with measurement of a market without a sales history.

Basic Information: The United States Department of Commerce has just issued a list of basic information sources on Direct Mail Advertising. Address the Division of Printing Services, Washington, D. C.

About Little Green Slips, Etc.: Folks who are curious about editors' jobs (and many people are) often ask, "What's the *hardest* part of the job?" The answer: The drain on the human mind caused by the voraciousness of a magazine in eating up ideas and everlastingly demanding more ideas. An editor who doesn't talk to hundreds of people every month, read intently and with purpose, and observe and observe some more, is soon utterly bankrupt. But another hard part of the job lies in the fact that the publisher pays an editor at least half his salary for saying "no." What is rejected by a magazine is fully as important as what appears in print.

Few people mind saying "no" to a stranger. The trouble—at least with a professional journal like SM—is that we so often have to say "no" to our best friends. We dislike the principle of the rejection slip but we have to use lots of them. There just isn't enough management time and stenographic service to send back a "reason-why" letter with every rejected article.

Why do we reject articles?

If we just forgot about the symphonettas that come in unsolicited from persons of obviously limited knowledge of selling, from crackpots, from students seeking a market for a senior thesis, and others who just aren't qualified to write for the SM audience, the rejections of the remainder are most likely to be made for these reasons:

The author doesn't know anything about the structure—the "bones" of a magazine article. It has an anatomy, like a zebra, or a skyscraper, or a bull fiddle.

The author talks only in generalities. No reader will stay with it.

The article lacks what editors call "a sharp angle." That means it just tries to cover too many things within its word limit.

SALES MANAGEMENT

The author has over-estimated the importance of his subject matter.

The article is ill-timed—sometimes by a tardiness of several years. Editors have to keep their papers ahead of the field. (One interesting exception: There's an unlimited appetite, even among top executives, for tightly organized, factual reviews of fundamentals.)

The fact that only five or six articles out of every hundred submitted unsolicited from outside sources, achieve acceptance, is one of the reasons that a magazine like SM has to be largely staff written. But that doesn't mean that suggestions from readers are unwelcome. Some of our best articles come into being because some president or some sales manager says to a staff member, "I have an idea!"

When we reject articles from friends and customers who may think we're just tipping a tall hat, we're only applying a set of standards which we think will produce a magazine worthy of the dollar value of the reading time subscribers allot to it. The most frequently reiterated slogan in editorial staff meetings is this: "Don't just fill space. Fill space *purposefully*." The little green rejection slips are really guardians of your time.

Manpower at the Retail Level: Chrysler Corp. sends along a booklet, just published, called "Of Interest to Young Men Considering Their Futures." It is made up of two dozen stories about young men who found pleasant and profitable careers selling automobiles and trucks at retail.

Says K. T. Keller, Chrysler president: "These episodes have been published to indicate . . . opportunities . . . and to inspire in young men who might read them both an interest in this business and an interest in the virtues of ambition, integrity, industry and thrift as foundation stones of individual success. . . ."

Chrysler is one company that is thinking not only of tomorrow, but the day after. There's no substitute, in the automobile industry, for well manned and capably managed dealerships.

Story of Booms and Busts: Upson Co., Lockport, N. Y., has a limited number of a 1947 edition of "Business Booms & Depressions," a chart which picturizes U. S. economic history since 1775. This chart, copyrighted by The Century Press, has gone through many editions, and you may have seen it. But just in case you haven't, we recommend it as particularly useful to top executives, economists, statisticians, market researchers and forecasters. The cost is 15c. Send orders to H. S. Hoover, director of public relations, Upson Co.

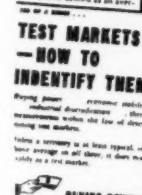
Apprenticeship for Sales: While we're mulling over the sales man-power problem, let me remind you to watch for a story, coming up in the February 15 issue, of two interesting projects that are under way in New York and Philadelphia.

The one in New York concerns the development of a new type of salesmanship course at the City College of New York. The other is a program under the aegis of the Sales Managers' Association of Philadelphia whose primary aim is to get factual information about careers in selling to students of high school and college age through vocational counsellors.

Many sales executives with whom the editors of SM have talked about the need for selling sales careers express the belief that the local sales managers' clubs can be the most effective single force in developing a movement of nation-wide scope. If each will work with the educational institutions within its own city and state, we shall soon have selling more adequately represented in vocational counseling circles. If we can work those plans to achieve—as CCNY has done—a direct tie-up between each individual student and a business-man sponsor, then we shall create a pool of sales talent such as the profession has never known.

A. R. HAHN
Managing Editor

FEBRUARY 1, 1947



TEST MARKETS -- How to identify them...

Since the start of this series eight months ago, an appreciable number of advertisers have selected the Roanoke market for test campaigns. As far as preliminary reports can determine, these alert advertisers and their agencies are discovering that **ROANOKE** is an **IDEAL TEST MARKET!**

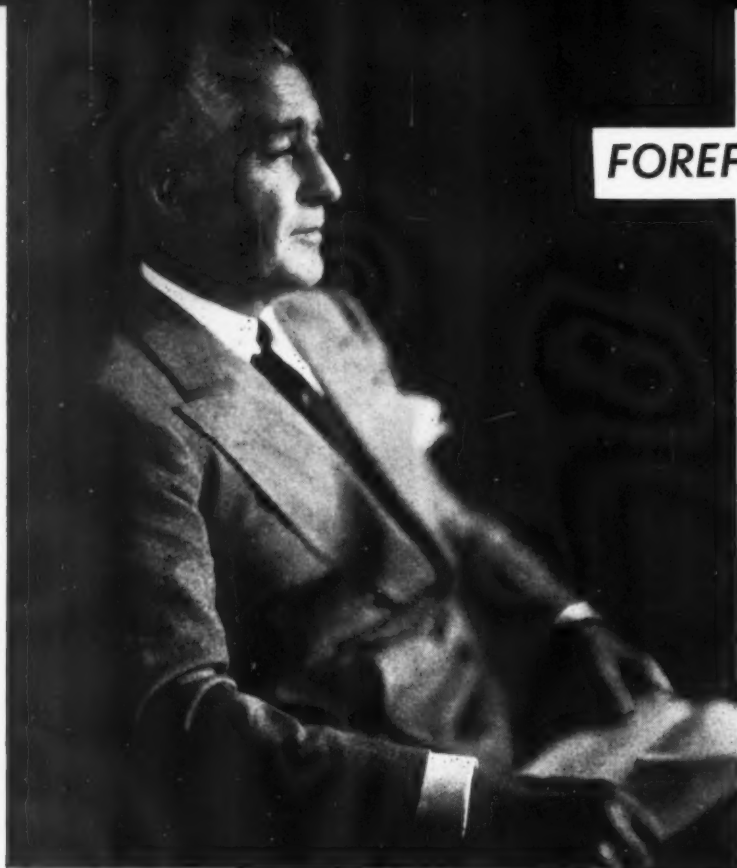
The various elements that comprise a test market have been outlined by a leading authority. This series has attempted to discuss in some detail the major factors which must be considered in selecting a test market.

Many requests have been received for reprints of these advertisements, and we are glad to announce that the eight advertisements in this series will soon be available in pamphlet form.

If you would like a copy of this series . . . without obligation . . . please reserve your copy by writing to

**Sawyer, Ferguson,
Walker Company.**
National Representatives, or

ROANOKE
TIMES AND WORLD NEWS
ROANOKE • VIRGINIA
SAWYER • FERGUSON • WALKER CO.
National Representatives



E. F. HUTTON

Who's Going to Sell the BILL OF RIGHTS?

"You hear a lot of business leaders of this country talk about our free enterprise system. They say it's in danger and they want to defend it. It's in danger all right, because it's based on our Constitutional Bill of Rights which really is threatened. But which of them is doing anything to defend it? They ought to be defending it in their advertising."*

Edward F. Hutton, former chairman of General Foods Corporation and now a New York stock broker—a wiry, grey-haired, high-tension man of 69—flexes his big, muscular, freckled hands and stirs around his desk. He has been doing something about the free enterprise system for months. He has been spending thousands of his own dollars on newspaper full pages and reprints—which he pencils out himself—to talk to the people. His secondary objective is to rouse top shots of business to do the same thing.

"I get hundreds and hundreds of letters," says he. "They're all from small business and from small individuals. Even from union men. But not one real business leader has written to say he'll join in this campaign. They're afraid of their stockholders, or something."

"So I ran one of these full-page ads to the public saying: 'Write the president!' And a lot of letters have been sent by stockholders to presidents of companies urging them to devote some of the company money to educate more people to the dangers threatening our American system—dangers from Government interference and high taxation; dangers from public misconceptions of what money is, what profits are, what honest relationships ought to be between workers and managers."

"It all gets back to our Bill of Rights. *That's* the thing that gives us Americans the right to do and believe what we ought to. But most people forget that fact. When the head of a big company said: 'I can't be spending our stockholders' money to advertise anything but our products. We have to protect our business,' I asked him by what right he spent his \$17,000,000 annual advertising budget even to sell his products. Well, that stumped him. The Bill of Rights is what gives him the right to spend that money. It guarantees a man the right to compete in the market places; to sell any product the people want; to *make profits*. If the Bill of Rights is hamstrung, he will not *have* any business to protect. Any citizen can understand that, if he gets the facts."

So Mr. Hutton's next campaign will create two factory guys named Mac and Joe. The copy will be their conversation in the plant washroom or on a trolley car. Mac is savvy. Joe is a dumb cluck. Mac shows Joe that *he* is paying these high taxes too—that they're not paid just by the rich bitches; that an excessive public debt rests on *his* shoulders; that public subsidies for business come out of *his* pocket; that it pays *him* to deliver a good day's work for a fair day's pay, and so on.

Mr. Hutton, who signs his advertisements simply "E. F. Hutton, Westbury, Long Island, N. Y." is by no means tired of carrying on his battle for the American system of things. He talks to the plain people—and uses media that reach them—but he also is talking to you, and you . . . still hopefully.

* Some companies are doing it. (See Union Oil Co. article—Page 37.)

How to Get Industrial PEACE



CHARLES LUCKMAN

Both labor and management in this country need a change of objective. They should study the causes of industrial *peace*, not industrial war . . . if you ask Charles Luckman, 37-years-old, blonde president of Lever Brothers Co.—he of the meteoric rise through Pepsodent sales ranks to his present vast responsibilities. He talks about it in the spirit of an evangelist. Says he:

"The rift created by conflict between labor and management is becoming wider and wider because we hear too much from both sides about 'rights' and 'privileges' and not enough about 'obligations.' The obligation of each group to the other will not be discharged until labor and management acquire a true sense of 'togetherness.'

"This country does not belong to labor or to management. It belongs to *the people!* They have not deeded it to us for a private battleground. If we don't give it back to them pretty soon, they're going to say 'a plague on *both* your houses!' and find some other instrument to safeguard themselves against paying for these conflicts.

"Both labor men and management men have got to quit using distorted stereotypes of free enterprise. One is *The Daily Worker* fantasy that labor conflict is caused intentionally by the 'bloated capitalist' in striped pants and morning coat who breakfasts on unemployed proletarians. The other is the silk hat thesis that all trouble is caused by the 'alien labor agitator' who, in broken English, poisons the minds of perfectly happy and contented American workers.

"Organized labor, which is now a big employer itself—with all the headaches that implies—fails to provide its own employees with an annual guaranteed income or with anything like the general wage increases it won last year from management. Unions I think have discovered how impractical it would be today to raise their

own payrolls 25% without increasing their price . . . the price of union membership. Yet they are demanding that employers do it. And when a union executive says: 'Higher wages aren't enough. I'm concerned with the welfare of the whole community,' his theory is right. But how about his own planning to meet the cost of welfare of the little guys who work for his union? Few unions do it.

"I hope the day will come when every American will be insured against loss of income caused by sickness or accident. Business can and must join hands with labor in an effort to speed that day. But we'll get there sooner if both sides devote their energies to engineering the basic welfare of the little guy—whether he's employed by a company or a union.

"Both sides have got to abandon the 'smear technique.' If you and I were about to negotiate a contract with each other, how could we conscientiously represent our constituents if we both come to the bargaining table filled with animosity? A little more humility on both sides would hasten our sense of 'togetherness,' without which it is impossible to engineer anything but disaster. And hasty, punitive legislation is not going to solve the problem, either.

"So far, in legislative attempts to solve labor problems, all our studies have focused on the causes of industrial war. That's the wrong approach.

"I urge that Congress establish a tripartite commission representing the public, labor and management. Its sole function would be to study the causes of industrial *peace*. We have in America hundreds of case histories of peaceful and successful labor-management relationships. Why are they peaceful and successful? I suggest we find the answers."

ONLY ONE CAN BE FIRST

Here's as important a fact about the Cincinnati market as you'll read in a long time: Only one can be first, and in Cincinnati it's the Times-Star. The Times-Star was first in General Advertising in Cincinnati in 1946 . . . carried almost two times as much General Advertising as the nearest paper. That's a concise vote of confidence from shrewd advertisers whose advertising must produce sales in the nation's most stable big market.



1946 General Advertising Linages*

Cincinnati Times-Star2,515,365
Paper A1,598,944
Paper B1,567,550
Paper C1,205,175

* Source: Media Records.

... IN CINCINNATI IT'S THE

TIMES-STAR

MEMBER OF THE AMERICAN
NEWSPAPER ADVERTISING NETWORK

CHICAGO 1, ILLINOIS
333 North Michigan Ave.
Fred D. Burns, Mgr.

NEW YORK 17, N. Y.
60 East 42nd Street
Albert H. Parker, Mgr.

WEST COAST REPRESENTATIVE
John E. Lutz, Chicago 11
435 North Michigan Ave.

HULBERT TAFT, President
and Editor-in-Chief

SALES MANAGEMENT

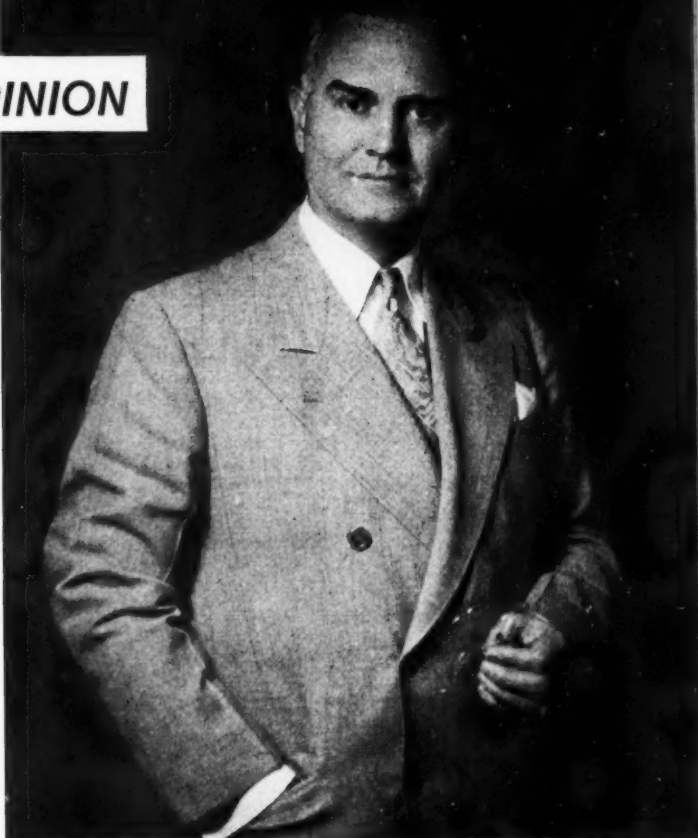
Here's How to Make Executives For Tomorrow

"Whether or not we call the immediate future a 'buyers' market,' the nation's economy will depend in large part upon the effective, intelligent efforts of those who sell the nation's goods. But today, in General Mills and in many other companies there is a dearth of trained young men between the ages of 25 and 35 because of the nearly five years war hiatus. Unless we immediately recruit and train enough young men of executive caliber these companies, 10 or 20 years from now, will face serious organization problems. It will be difficult to fill vacancies at the management level."

It is Harry A. Bullis talking. He is the rugged, mid-western president of General Mills. He takes this shortage of good sales manpower seriously. And he looks ahead to the years when top jobs in business will have to be filled by somebody—but who? So General Mills has instituted an intensive system of selection and training. Says he:

"We have always considered our manpower the company's most valuable asset. The personnel program of the company continues to be directed toward the basic objectives of developing management and sales management personnel *who can understand, and must fully utilize, the company's human resources.* What we want, and what any company nowadays should want, is men in the age bracket who have enthusiasm for change, daring of imagination, sincerity of conviction, who are ambitious and who are willing to pay the price in intelligent, hard work. It is our jobs as managers to put the right men in the right places and to give individual responsibility and recognition as their development warrants."

"Our company training programs are not generalized just for training's sake; they are coordinated to develop the necessary background for specific job responsibility—and to enable men to make up in as short a time as possible the business experience they lost during the war."



HARRY A. BULLIS

"Our philosophy about developing men is this: I will—

"1. Build men—*big* men.

"2. Give every person on the payroll an opportunity to advance.

"3. Emphasize the *human* side of the organization and build morale.

"4. Have a socialized mind and spirit, and attempt to see modern business as a responsible public service; to see profit-making as the building of public good will, wider purchasing power and general welfare.

"5. Have a strong scientific spirit and outlook, using the research approach to every problem.

"6. Employ realism, research and resolute reasoning in creative business thinking.

"7. Have courage for change, daring in concept, boldness of imagination and vigor of conviction.

"8. Do everything possible to maintain and improve the American way of life.

"9. Have high standards and no compromise with principle.

"10. Have faith in God.

"By the diligent application of these principles the sales and business management of the nation will have nothing to fear in 1947 or succeeding years."

FOREFRONT OPINION is compiled by E. W. Davidson

What the Well Dressed Farmer Wears

tan twill flight jacket over blue denim overalls completes the ensemble. This will be seen at rural gathering places in North Missouri in



With Hatcheryman Perrin Bowman, Everett Watson plans his 1947 poultry program.

In Ruralist Missouri



A big market for Watson's corn—the hogs of Northeast Missouri.



"I don't have to be sold on Missouri corn or Missouri Ruralist influence," says Bowman.



Keyed to North Missouri Agriculture, dairying is another profitable Cameron industry.

When farmer Everett Watson lands his plane at Cameron, Missouri airport, he exemplifies the progress of modern, balanced, Missouri agriculture.

This farmer-business man wants to solve the marketing and supply problems of his 475-acre farm quickly, efficiently. In Cameron, he does just that. Like hundreds of northwest Missouri farmers, he ships his hogs or cattle, sells his poultry or milk . . . or any of the varied products which this rich land produces. In turn, he selects from a complete assortment of agricultural supplies and equipment which Cameron merchants stock.

These merchants know that farmers in their trading area are fully aware of the brand names of farm merchandise . . . because The Missouri Ruralist here, as throughout the state, is a vital influence in practical, progressive, balanced farming and pleasant living.

THE MISSOURI RURALIST

CAPPER PUBLICATIONS, INC. advertising offices are in New York, Chicago, San Francisco, Kansas City, and Topeka, Kansas. Editorial office: FAYETTE, MISSOURI

COLOR IDENTIFICATION: This retail store window (right) cashes in on the identifying and promotional value of sherry and burgundy type wines as new fashion names.



Wine Industry Draws Publicity Dividend from Wine Color Promotions

BY ELSA GIDLOW

Wine Institute sits quietly in the background serving up vintage lore, providing color swatches, and designing background display pieces, as the wine color promotions spread among fabrics, shoes, cosmetics and men's wear.

"HEADY Wine—irrepressible new color for the woman who is in a mood to wear vine leaves in her hair" . . . "Pink Champagne—Textron's newest slip bubbling in a froth of lace!" . . . "punchon brown" . . . "an individual ensemble in the rich, ripe red of rare wine" . . . "no wonder she looks so smart and so sure of herself! She's all dressed up in the new fall wine shades. . . ."

So runs the latest fashion talk. Young girls and women who a few years ago never heard of sauterne, cabernet, zinfandel, burgundy, claret, and who might have imagined punchon to be a prize-fight term, are learning those names in order to purchase hats, shoes, dresses, cosmetics and, yes, even hair tints, in the new vineyard tones. Wine shades are dramatizing colors. The "wine cellar motif" is giving hats a lift. (It's

making even the wine men a little dizzy. Every so often they come upon something like "blue sauterne," which puzzles them no end, and they don't quite know what to think when they read that "Napa Sunset" is "a delicate blend of sunset hues in Napa cabernet," or that another shade is a blend of zinfandel and Riesling.)

"Just what or who started all this?" we asked wine industry men. They smiled. They had nothing to say. We went to the Wine Institute in San Francisco and talked to its secretary-manager, H. A. Caddow. He smiled, too, and admitted, "Well, yes, the Wine Institute may have had something to do with it in the beginning. But when a thing like this gets started some strange things happen. We have felt for years that wines offer wonderful opportunities for fashion promotions because the beauty

of the colors of wines and grapes and the romance of wine growing provide unusually effective advertising copy and attractive story displays."

Wine growers of California believe that on the whole the effect of this new fashion vocabulary on the knowledge and acceptance of wine is on the positive side. The Wine Institute, therefore, lends all aid to manufacturers, retailers, designers, fashion writers and department-store display men who wish to dramatize their industry with wine. The Institute gives guidance on colors; provides background material and information so that terms and advertising may be authentic; gladly supplies display pieces for special tie-ins—as when a department store requires photographic blow-ups of vineyard or wine themes for dress and hat backgrounds. For such purposes, pictures, posters, maps of wine country, and a mine of suggestions, information and ideas are readily forthcoming. Whether it is an individual store or a large manufacturer, the Institute tries to make sure that where wine terms are used they are accurate.

The first major exploitation of the wine theme in relation to fashion in

recent years that is known to the Institute dates back to 1941 when Hale Bros. department store in San Jose utilized a California vineyard theme for a store-wide fall promotion. No manufacturer had as yet thought of calling his colors by such names, but somebody dubbed that year's fall shades "claret," "sherry," "padré brown" . . . and the ladies love it!

Perhaps the sobriety of emotion appropriate to the war years prevented the notion from spreading just then. Not till 1944 did a manufacturer realize the possibilities. Perhaps because over 68% of the wine

in the United States is bought by men, the idea first took hold in the field of masculine fashion. Wembley came out with "claret red" for its Nor-East Ties and featured the hue in full-page advertising. Also in 1944 came Botany Mills with a line of ties in wine colors, and in materials with "white wine" shades.

Botany popularized that term for materials ranging from stark white to light beige tones. The idea began to catch on gradually for hats and accessories. By the Fall of 1946, women found fashion immersed in a bath of wine from shoes to hair, with



The WTAG
Modern Kitchen

*Gretchen Thomas,
five mornings a week,
presents the very latest
in food news to Central
New England's
125,000 housewives.*

WTAG

PAUL H. RAYMER CO.
National Sales Representatives



WORCESTER

AFFILIATED WITH THE WORCESTER TELEGRAM-GAZETTE



580 KC
5000 WATTS



New Wine

Newly fermented wine sometimes has a rich purple blue cast quite different from the red which it later turns to after a season or more in cask and bottle.

Labtex Fabrics
in
Vineyard Hues

WINE SWATCH: The cluster of grapes on this give-away actually is a piece of Labtex fabric dyed in a brilliant purple blue cast.

lips, finger tips, lingerie, and outdoor garments to match.

Delirious advertising copy urged "Choose Peggy Sage's Shimmer-Sheen for champagne sparkle . . . the new color that sets your hands and his head in a whirl." Department store windows, with backgrounds of vine stumps, bunches of grapes, and wine barrels, blossomed with "Vintner Red" lipstick, rouge, and nail polish by Dorothy Gray. Fashion writers declared this was "no lukewarm, Mrs. Milquetoast red," but that "its designers have captured the mellowness and richness of a fine old wine." Liv De Villar, Hollywood designer of custom made millinery, came out with her "California Vineyard Collection" of heady headgear.

Then Dobbs invented "American Wine" as a lead color "inspired by the rich warm tones of fine Burgundy" and featured it for 21 new Dobbs hats for women.

Not to be left behind, I. Miller & Sons advertising copy began trilling over "Wine Song," a little pump identified as "I. Miller's gay new wardrobe appetizer."

The Salon Francois in Omaha,

SALES MANAGEMENT

Neb., got a whiff of what was going on and found wine shades going to its head and producing display advertising in this vein: "Your new chapeau . . . your suit . . . your accessories . . . this fall they've taken on exciting vintage tones. And suddenly, so has your hair! For Eternal, creator of the quality tint shampoo, has taken fashion's wine colors and brewed them into head-spinning hair hues! Imagine your tresses a silvery blonde champagne . . . a golden



"AMERICAN WINE": The name for this Dobbs hat gives domestic wines a boost.

sauterne . . . a sunlit-burgundy! Wonderful wine hues with not a hint of tint . . . just intoxicating color that makes heads turn!"

And in *The New Yorker*, blond bacchantes sported in "Pink Champagne" slips by Textron and by the same, "Claret Punch" pyjama ensembles. Forstmann featured "vintner shades" in woolen fabrics. "Sparkling Burgundy" was created by Louise Barnes Gallagher for Cohama.

The range of shades and colors to be derived from the wine industry might well seem limited. There are no greens, no red-browns, no blues nor blacks in true wine shades. But the makers of Labtex Fabrics found they could develop a complete line of color swatches by combining with the list of wine colors an additional series derived from the scenes where grapes are grown.

They took to the vineyard for Grape Leaf Green, Riesling Leaf, Sonoma Sky, Grape Blossom ("a delicate brownish white"), Isabella

Grape (a cloudy blue), New Wine (deep, dark blue), Dew Bloom (a taupe grey) and even Lake Canandaigua—from New York state's wine growing region—14 shades in all. "Labtex Fabrics in Vineyard Hues" are being nationally advertised.

Full-page color advertising in *Vogue* presented "Vineyard Hues" as a bunch of grapes of the 14 different vineyard colors against a view of a rolling California vineyard scene with clear blue sky above. The only textual matter was the announcement: "Labtex Fabrics presents Vineyard Hues, authentic colors borrowed from the romance of American vineyards. Available in sportswear and casuals and by the yard in fine stores everywhere." The advertisement was reproduced on a gold colored card measuring 15½" x 11½" for store display.

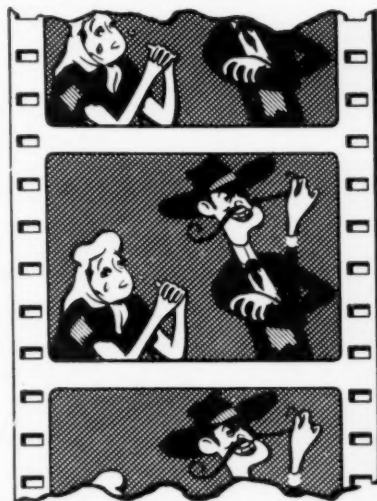
A booklet was prepared with the advance reprint of an 11-page advertisement in *Junior Bazaar* for September 1946, featuring the season's Jonathan Logan fashions designed by Doris Varnum, each page tagged with the "Vineyard Hues" trade-mark.

Most original Labtex promotional piece was a folder with an inside pocket containing samples of each of the 14 colors separately mounted and identified with the individual story of how it was inspired by the vines, their blossoms and grapes, the sky, the earth where the grapes are grown, or from the casks in which the wine is aged. Hand tags describing the colors' origin were also attached to ready-to-wear dresses.

A water blue, for example, carries this identification: "Lake Canandaigua—long, narrow and deep, this beautiful lake in western New York State is a rich blue under a mid-summer sky. Its waters guard the East's finest wine grape vines from late Autumn frosts." A sample of the material cut to the shape of a bunch of grapes and mounted against a contrasting or complementary color in each case shows the actual fabric. For "California Gold Champagne" we have this description: "The golden color of California Champagne is a welcome sight on many a dinner table. Made exactly according to the French process, our American Champagne takes a worthy place beside the fine vintages of Europe." And here's another inspiration for the fashion writer or advertiser: "Monte Rosso Rust—named from the celebrated vineyard hill in Sonoma County, California, whose red earth is reputed to give its wines their ruby color."


"Puncheon," in the language of Labtex Fabrics, is no ordinary brown but colored like "the classic wine bar-

THE Woman pays and pays . . . and pays!




BECAUSE— SHE CAN AFFORD TO

Misses, ma'ams, and matrons with families . . . that's the big-purchasing audience you hit when you advertise in *THE WOMAN*. They're at an age when they want a lot . . . and buy a lot. You reach them . . . at lowest cost . . . in *THE WOMAN*.



Over 51.4%
of the readers of
THE WOMAN
are in the 18-25, 25-35
age group!



"When it Comes
to Figures . . .
the Woman Has
Something to Look at!"

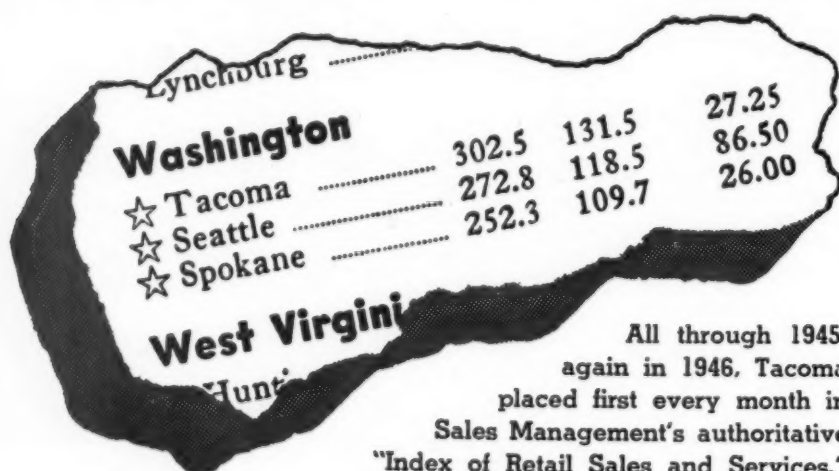
40 % are home owners
58.3% are housewives
*Starch Readership Survey 1946



TACOMA

HIGH SPOT CITY!

For **24** Consecutive Months, Tacoma Tops All Washington Cities in Sales Management Index



All through 1945, again in 1946, Tacoma placed first every month in Sales Management's authoritative "Index of Retail Sales and Services." Added proof that Tacoma is a "must" on every Pacific Coast newspaper list!

Color Charts

One of the Institute's executives explains: "Wines are prima donnas when it comes to pinning them down. They're temperamental and changeable. Their colors differ in different lights. Our artists went half frantic trying to catch the true shades of burgundy or champagne or cabernet." Eventually, color swatches were developed which showed the range of wine shades from the pale yellows of the white wines through the tawny brown of sherry, from rose to dusky port, and later the colors inspired by wine growing were added.

These color charts, along with ideas, suggestions, guidance, photographs, display material, and factual data, are cheerfully supplied by the Institute whenever an industry decides it wants to glamorize itself through association with one of the world's oldest manufactured products. Fashion so far has made the most spectacular tie-up, but as this "heady wine" mood gains momentum who knows but what interior decorators, wallpaper manufacturers, creators of bathrooms or ballrooms may get that bubbly champagne feeling when they start designing a new line?

Whatever happens, wine industry men no doubt will take it philosophically. Wine develops that mood. The Institute's Mr. Caddow comments: "All this fashion advertising has value in carrying frequent mention of wine and familiarizing the public with the romance and beauty that is part and parcel of wine growing and winemaking."

SALES MANAGEMENT

The Tacoma News Tribune

81% Coverage of Tacoma-Pierce County
-- Washington's Second Market!

ESSENTIAL!

For coverage in the Puget Sound Country

The lower Puget Sound Country (Tacoma-Seattle area) does more than 50% of Washington State's business. If you aren't in the News Tribune, you aren't covering this market!



Behind Every IBM Electric Typewriter

**...Sixteen Years
of Proved
All-Electric
Performance**



The IBM Electric Typewriter is backed by 16 years of commercial production and use in businesses of all types.

It has completely electric keyboard operation, including electric carriage return, line spacing, shift key, back spacer, tabulator and space bar. These features enable the typist to produce more letters with less effort.

IBM Electric Typewriters produce the

ultimate in quantity and quality of carbon copies—with a feather-light touch.

There is an IBM Electric Typewriter for every typing purpose: the Standard for regular correspondence; the Executive for letters with the distinguished appearance of fine printing; the Formwriter for bills and orders; the Hektowriter for reproduction work on a liquid duplicating machine, and many others for particular applications.

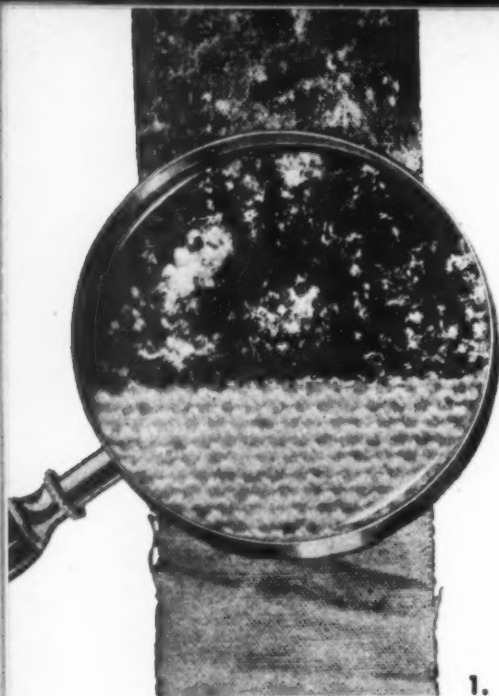
IBM ELECTRIC TYPEWRITERS

**ELECTRIC PUNCHED CARD ACCOUNTING MACHINES AND SERVICE BUREAU
FACILITIES • PROOF MACHINES • TIME RECORDERS AND ELECTRIC TIME SYSTEMS**

International Business Machines Corporation, World Headquarters Bldg., 590 Madison Avenue, New York 22, N. Y.
FEBRUARY 1, 1947

New Sales Appeals Born as Lick Mildew Menace

BY ETNA M. KELLEY



1.



2.

Mildewproofing, still in its infancy, is part of a trend which includes waterproofing and flameproofing. Consumer education in the ABC's of mildewproofing is the first step in building markets. Here's a summary of developments.

The annual toll taken by the plague known variously as mildew, mold or rot, is alarmingly high. Its damage to raw cotton alone in the United States is estimated at from 25 to 27 million dollars.

But there's a bright side to the picture. During the war, Uncle Sam could not afford such ravages to tents, marine canvas and numerous other materials and implements which suffered deterioration upon exposure to hot and moist climates. As a result, mildewproofing treatments already in existence were improved, and others were developed, and extensive experiments were made in their use. Today a number of such treatments are available both to industrial users and to consumers.

This development is part of the broader trend toward the use of flameproofing, waterproofing and

other treatments. It is gaining momentum almost daily, through competition, especially in the textile field.

DuPont, Monsanto, Rohm & Haas, Givaudan-Delawanna and others are marketing compounds for mildewproofing textiles, wood, leather and other materials, chiefly to industrial users—to textile mills and finishing plants, for example, in the case of fabrics. A newer feature is the sale of such compounds for the household. Rohm & Haas recently announced its development of a new *Hyamine* product (There are two other industrial ones.) for household use. Interchemical Corporation has attained wide distribution for *Mil-Du-Rid*, which is sold through drug, hardware and department stores, in pint bottles for about one dollar, in quarts and gallons, for home use.

The incidence of mildew and mold is much greater than most people realize. Moisture sealed into a con-



3.

A SELLING PLUS: Mildewproofing. These pictures indicate the promotion potentials for products which are mildewproofed—and they also demonstrate the degree of sales pressure already working to sell mildewproofing agents to American manufacturers and consumers:

1. HERE'S MILDEW MAGNIFIED: Interchemical Corporation shows mildew growth on an untreated portion of canvas used in the experiment and no mildew growth on portion treated with *Mil-Du-Rid*.

2. OPERATION GUINEA PIG: In an experiment made by the Givaudan-Delawanna, Inc. on the book, "100,000,000 Guinea Pig Children," one portion of the cover sprayed with a mildewproofing agent Compound G-4 was untouched by mildew whereas the other side shows what happened after three weeks in a dark and humid chamber.

3. ON THE FARM: Applying *Mil-Du-Rid* to leather boots, work clothes and sports equipment kills mildew and prevents its return. This is a fungicide safe for use in kitchens and storage closets, as well as on clothes, laundry, rugs and leather goods on which mildew might grow.

rnas Chemists

tainer can cause development of fungi at room temperature in midwinter. Housewives know that mold will form on food, even though it be kept in the refrigerator. Wide fluctuations between night and day temperatures can cause condensation, and, consequently, mildew, even in the desert. Materials may deteriorate because of fungus, without its effects becoming visible. (In some states manufacturers of straps used as belts for window cleaners require that they be treated by mildewproofing agents.) A purchaser or user of a product, disappointed at its failure to stand up under use, may blame the materials or workmanship, not knowing it has been weakened by a fungus growth.

Manufacturers, processors and even retailers are gradually becoming more conscious of these facts, and are not only receptive to the selling arguments of producers of mildewproofing agents, but are demanding them—and demanding specific information about them and their use. As a result, considerable research is being done to determine such factors as degrees of toxicity (a quality of some of the widely used compounds), extent of protection afforded, the types of chemicals best suited to attain certain objectives, and other informa-

7. SEASHORE DAMPNES: Beach houses are sure-fire mildew collectors. Draperies, pillows, bedding and rugs will not mildew when sprayed with Mil-Du-Rid. It's safe for any fabric or surface plain soap and water won't harm.



4.

4. PROTECTS LIFE: Safety belts for window cleaners can snap because fibres are weakened by mildew. In New York State, it is compulsory to have a mildewproofing agent in safety belts for window cleaners.

5.

5. SAVE BOOKS CAMPAIGN: A vigorous campaign is now being conducted to educate book owners to an awareness of the damage done to books and their bindings.



6. PREVENTS ODOR: Housewives need not be concerned about mildew in outdoor garbage cans if they use an anti-mildew agent.

6.



Set your sights on tomorrow's markets

Tell Teacher Today!

Far-sighted advertisers are planning today's budgets with an eye to the future when selling again will be highly competitive.

State Teachers Magazines make this a relatively easy job, because they sell America's Most Influential Market—710,000 teachers. Beamed at teachers, sales messages in STM do three important jobs:

1. Reach the greatest percentage of America's teachers, 2. Influence millions of home budgets now through 25 million school kids who respect teacher's opinions above anyone else's, 3. Formulate basic buying habits in these pupils who will have families of their own in just a few years.

Write today for the complete story.

Georgia C. Rawson, Manager

Reaching America's Most Influential Market

**State Teachers
MAGAZINES**
710,000 Subscribers

An association of 43 state teachers magazines



CUSTOM BINDING for the 11" x 11" *Market Data Book* of Architectural Forum Magazine: three looseleaf rings (2" diameter) in simulated leather cover. Bound to sell!

LOOSELEAF MULT-O CERCLA
COILED WIRE CERLOX POST
SWING-O-RING SPIRALPLASTIC

tion desired both by the chemical companies and those who buy and use the compounds.

Thus far, selling efforts are directed chiefly to industrial users, and advertising appears mainly in technical journals, or is in the form of direct mail or point-of-sale literature. In some instances, makers of the basic compounds limit themselves to issuance of bulletins containing technical descriptions of their particular products, with information on experiments conducted in developing them. Sometimes uses made of them during the war are described. All this reflects the fact that mildewproofing is still in its early stages, and that the makers of the basic compounds expect other organizations to bottle them under their own trade names and to advertise them and find markets for them.

The mildewproofing compounds on the market fall chiefly into these four groups: the mercury compounds (such as duPont's industrial fungicides, *IN-2555* and *IN-5499*); the chlorinated phenol compounds (such as Givaudan-Delawanna's *G-4*, a fabric preservative widely used by textile mills and finishing plants, often in combination with other treatments); the metallic compounds, among them copper naphthenate and zinc naphthenate (used by Cuprinol, Inc., for the product with the same name); and the so-called "organics," including the oleates, one of which is Monsanto's *Milmer*, or "Copper 8-quinolinolate."

Best known of the mildewproofing agents in the mercury compound class are duPont's industrial fungicides, *IN-2555* and *IN-5499*, for treating paper, cotton and other textiles. They were extensively used during the war and wood sealers. The largest user in the New York area is Perma-Dry Co., which treats cloth for other on tent and sail cloth, and in paints manufacturers (shower curtains, sail cloth, tarpaulins, balloon cloth for the Air Corps, etc.). The company's main business is waterproofing, but through merely listing mildewproofing on its letterhead, among other services, it has received orders for treating millions of yards of fabric.

Givaudan-Delawanna, Inc., is aggressively marketing its *G-4*, a large proportion of which is sold through General Dyestuffs, under the name, *Preventol GD*. It is used chiefly by textile mills and finishing plants, often in conjunction with other treatments, such as waterproofing and flammproofing. It is advertised in textile, dyeing and other journals of specialized appeal. The company conducts extensive research and seeks to

develop new markets for *G-4*, as, for example, in treating rugs and carpets, now more susceptible to mildew as a result of the increase in "on-location" cleaning. Hazard Advertising Co. is the agency.

Hyamine 3258, product of Rohm & Haas, was used in wartime as a treatment for the stitching of Army tents and for other purposes. It is now being sold to textile mills, and is a component in some dry cleaning compounds. Other applications for it are being studied—for mildewproofing rope, fence posts, fruit and vegetable baskets and crates, storage bins; and for use as a preservative in cosmetics. At least one cosmetic manufacturer is using it as an ingredient in a skin preparation.

3 Years of Testing

Three years of tests in collaboration with Government agencies went into the development of Monsanto Chemical Company's *Milmer*, which is now being sold to textile mills and finishing plants. Realizing that the consumer of fabrics, as well as the mills, must be educated to the value of mildewproofing, the company has announced the product in business journals and through direct mail to prospective users of treated cloth. It has plans for its application to other markets, including the manufacture of fish nets, papermakers' felts, garden and fire hose, shoe liners, and various fabrics used for automotive equipment.

Cuprinol is sold in quart-size containers, at 90c, and in one-gallon and five-gallon cans, and 50-gallon drums. It is sold through jobbers (in the hardware, florists' and farm supply fields) chiefly through hardware, marine and agricultural retailers. There are different versions for wood, fabrics and rope, with color as a guide in some instances—depending upon whether the object to be treated remains above-ground or underwater, whether it is to be painted or varnished, etc.

Cuprinol was invented by a Danish scientist, as a means of protecting the nets of fishermen without poisoning the fish or harming the hands of the fishermen. The product is advertised in publications in the marine, florists' and agricultural fields, through the agency, J. C. Bull, Inc. A good job has been done in the preparation of package inserts and point-of-sale literature. The various booklets and circulars contain comparison pictures (showing treated and untreated objects, with the damage suffered by the untreated ones) and other illustrations, including those

SALES MANAGEMENT

showing how to use the different types of compounds made by the company. Testimonials from users make up a considerable part of some of this literature.

An example of mildewproofing in conjunction with other treatments is to be found in the *Permaproof*, products of B. F. Goodrich Co., which are basically flameproofing compounds, with waterproofing and mildewproofing as accompanying properties in varied degrees, depending upon the requirements of the user. The company has been selling directly to users, but expects to market the product through distributors as occasion demands.

Educational Campaign

Mil-Du-Rid, a product developed by the Trade Sales Division of the Interchemical Corp., was introduced in 1942, and is sold through wholesalers to department stores, variety stores, chain drug stores and large hardware stores. It comes in pint bottles, at about \$1, and in quart and gallon containers. It has attained wide distribution and has been the subject of a consumer advertising campaign, with copy in a long list of magazines and newspapers. The agency is La Roche & Ellis. Copy is meaty and specific, and designed to attract users (chiefly in the home) for the product, which is recommended for destroying garbage-pail and musty odors; for preventing mildew on shoes, clothes, luggage, furniture, rugs, stored equipment and books. A typical special appeal is that to the sportsman who leaves damp clothing or equipment in a locker or suitcase between weekends.

Mil-Du-Rid is sold directly from the factory to wholesale distributors, for retailing through department stores, variety stores, chain drug stores and large hardware stores. A newspaper promotional program, including mats and statement encl-

tures, is available to department stores. The company's literature is aimed at educating prospects and consumers in uses for the product, and in methods of applying it. A surprisingly vigorous campaign is being conducted to educate book owners to an awareness of the damage done to books (especially the leather bindings) by mildew.

Paralleling the increase in the use of mildewproofing agents is the trend toward emphasizing some quality or another which helps to prevent mildew, even though its action is not that of a true fungicide. Products which prevent or reduce, or protect against, dampness are coming more and more to capitalize on this quality. Paint manufacturers, in particular, are doing this. The Soldine Corporation's marine paints and fabric waterproofers, for example, are advertised with copy containing the

phrase, "preserves and protects from the ravages of moisture, rot and mildew." *Setfast* "clear" and canvas paint, products of Interchemical Corporation's Trade Sales Division (which also produces *Mil-Du-Rid*), are also advertised with copy containing similar references. "Dry-Al," a moisture-absorbing chemical enclosed in a metal cylinder and recommended for use in closets and cylinders, is also in this class.

Examples of the inclusion of mildewproofing as an adjunct to other treatments are numerous. As an instance, there is Wm. E. Hooper & Sons Co., New York City, large manufacturer of cotton duck for military use, circuses, and other purposes. The company stresses the fire-resistant quality of its canvas, sold under the trade name, "Fire Chief," but lists mildew-resistance as an added asset. The firm also sells a "Fire

PLASTIC DISPLAYS

- MODERN
- INEXPENSIVE
- DURABLE

If you have a sales display problem, let us help solve it with plastics. Immediate production . . . unlimited quantities. Call, write or wire us your specifications.



PLASTI-LINE INC.

KNOXVILLE, TENNESSEE

PLASTIC SIGNS • EDGE LIGHTED DISPLAYS • NAME PLATES

FEBRUARY 1, 1947

Burlington Commands Vermont's Largest Food Market

Vermonters work well, eat well, and spend freely for advertised food products. Burlington (Vt.) taps an ABC trading area of more than 126,000 hearty Vermonters. The BURLINGTON FREE PRESS is the blanket that covers this rich food market.

The Burlington Free Press

EFFECTIVE BUYING INCOME—\$3.752 PER FAMILY

Here's Your Good Will Wedge to America's Millions of Dog Lovers
The Canine Classic • The Blue Ribbon Winner

"Training You to Train Your Dog"

Three 16mm. Hits in Color, or Black-and-White



"PUPPY TROUBLE"
20 Minutes



"Basic Obedience Instruction"
32 Minutes



"Advanced Obedience Instruction"
27 Minutes

UNITED SPECIALISTS, INC.

America's Foremost Producer of Dog Films

Pawling, New York

3

Building Supply News
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in CIRCULATION
in ADVERTISING
in LEADERSHIP

SELL BY MAIL

Let this successful mail order advertising agency show you how to sell your merchandise, books, services, etc.

ARTWIL COMPANY, Advertising
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MEdition 5-8813

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An important new book on the basic principles of two-sided selling. A "must" in every sales training program. Twelve chapters and a special index of memorable epigrams on selling and advertising. Over 200 pages of stimulating ideas. Write today for Special Pre-Publication Quantity Offer.

Sales Research Institute, 103 Park Ave., N. Y. C.

Chief" compound to those who wish to treat their own fabrics.

Resistance to mildew can be a sales "plus" for products outside the textile field, as has been the experience of the Manhattan Division of Raybestos-Manhattan, Inc., with both fire hose and conveyor belts. Its fire hose, which under conditions of normal usage is exposed repeatedly to wettings, is given a radioactive water-repellent treatment (with salts of radioactive metals). The treatment, which is said to last through the normal life of the hose, prevents water-soaking and, consequently, freezing, and makes it easier to handle the hose. It also eliminates the hard work of drying the hose.

Manhattan's "Homocord" Conveyor belts are also treated to render them mildewproof, an asset in the case of those subjected to dampness. The phrase, "Mildewproof," is usually written prominently in large

letters against the illustration of the product in its advertisements, along with the words, "Flexible" and "Rugged," two other qualities claimed for it.

In time, compounds for treating fabric, wood, leather and other materials, to render them resistant to mildew, rot and mold, as well as to flame and moisture, will be improved. The public will also learn more about such treatments, and will come to expect them in certain products. Meanwhile, those who first apply them to the articles they manufacture or sell will win some competitive advantages. There is growing recognition of this, as shown in the action a large retail chain is said to be taking, in insisting that all awnings and outdoor furniture upholstery it sells be mildewproof. This alone is not of major significance, but as a link in the chain of better service to the public it deserves notice.



Pepperell's Tips for Salespeople

To help stores develop highly skilled salespeople, Pepperell Manufacturing Co., Boston, is issuing a sales training manual titled "Selective Sales Promotion Material for Retail Store Personnel."

Divided into two parts, the manual describes for salespeople the technique of effective selling, and provides a miniature textbook on the history and manufacture of cotton textile fabrics. The first part of the manual provides salespeople with a background for retail selling—especially in department stores. It talks about the place of courtesy, need for selling initiative, value of brand names, and how to develop tie-in sales.

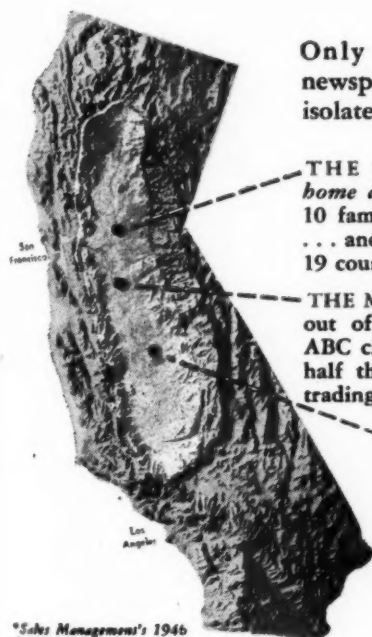
The second part deals with production and marketing of Pepperell sheets over the past 100 years. This provides salespeople with a wealth of information to use in selling the merits of cotton. The manual also shows how to make use of the Pepperell brand name, its packaging and the informative label.

SALES MANAGEMENT





... like California without the
BILLION DOLLAR VALLEY OF THE BEES



Only the dominant *local* newspapers tap this rich and isolated market.

THE SACRAMENTO BEE is home delivered to 9 out of every 10 families in the ABC city zone . . . and to half the families in the 19 county Sacramento market.

THE MODESTO BEE is read by 8 out of every 10 families in the ABC city zone . . . and by nearly half the families in the Modesto trading area.

THE FRESNO BEE reaches 8 out of every 10 families in the ABC city zone.

*Sales Management's 1946 Copyrighted Survey

NATIONAL REPRESENTATIVES... O'MARA & ORMSBEE, INC.
 NEW YORK • LOS ANGELES • DETROIT • CHICAGO • SAN FRANCISCO

LOOKING for a receptive audience? Then let the three McClatchy newspapers introduce you to people who spend 37% more on retail purchases than the U. S. per capita average . . . whose Effective Buying Income, climbing steadily, now aggregates nearly two billion.*

Those are measurements of California's great *inland* market, the Billion Dollar Valley of The Bees. And dominating an area containing three-quarters of that spendability are The Sacramento Bee, The Modesto Bee and The Fresno Bee. No daily combination—local or West Coast—can hold a candle to the coverage you get from these three McClatchy newspapers.

MCCLATCHY NEWSPAPERS



THE SACRAMENTO BEE
 THE MODESTO BEE
 THE FRESNO BEE

Why Uncle Sam Often Cracks Down On Exclusive Sales Contracts

BY ALBERT W. GRAY

It sounds like a fine idea—this business of selling a customer on participating in a deal in which he agrees to use only your product. But court decisions summarized here show clearly that you can easily run afoul of the Clayton Act.

The Federal court recently in New York City decided against the International Salt Co., in an action brought by the Government for violation of the anti-trust laws, making contracts with customers that they use no salt except that produced by the company.

A patented salt dispensing machine was leased with the provision that, "Should said lessee (the customer) at any time discontinue purchasing its requirement of salt from said lessor said lessor shall have the right upon 30 days written notice of intention so to do, to remove the said (machine) from the possession of the said lessee." In brief, if you don't buy all your salt from us, you don't use our machine.

This statute, Section III of the Clayton Act, is in part: "It shall be unlawful to lease or make a sale or contract for sale of goods on condition that the lessee or purchaser shall not use or deal in the goods of a competitor."

At the end of this section Congress inserted a limitation that this prohibition applied only where the effect of such contracts, "may be to substantially lessen competition or tend to create a monopoly."

In this case against the International Salt Co. the violation of the statute was clearly defined. "A restraint," said the trial court, "which affects nine hundred business units in a business aggregating \$500,000 per annum, is without more, unreasonable and a lessening of competition."

When this statute was passed a little over 30 years ago the statement was entered in the Report of the Senate Judiciary Committee, referring to "unlawful trade practices,"

not covered by the Sherman Anti-Trust Law, "Among these trade practices which are denounced and made unlawful may be mentioned discrimination in prices for the purpose of unlawfully injuring or destroying the business of competitors; exclusive and tying-in contracts, etc."

In the action of the United States against the Chicago Board of Trade in 1917, the opinion of Justice Brandeis set up a standard by which the legality or illegality of acts and agreements in relation to the many phases of these anti-monopoly statutes could be determined.

"The legality of an agreement or regulation cannot be determined by so simple a test as whether it restrains competition. Every agreement concerning trade, every regulation of trade restrains. To bind, to restrain, is of their very essence. The true test of legality is whether the restraint imposed is such as merely regulates and perhaps thereby promotes competition or whether it is such as may suppress or even destroy competition."²

Congress enacted this provision in October, 1914. In Missouri, 13 months later the Government applied for an injunction under this law, against the United Shoe Machinery Co. and the use of a contract provision, "That the lessee shall purchase supplies exclusively from the lessor." The portions of the contract that relate to exclusive sales are: "The lessee shall also purchase from the lessor exclusively at prices from



"Don't mind Bertram. He's just giving birth to another subsidiary."

1. United States v. International Salt Co., U. S. Dist. Ct., So. Dist. of N. Y., November 20, 1946.

2. Chicago Board of Trade v. U. S., 246 U. S. 231.

GRIT PRESENTS

S.T.*

* (Small Town or Suburban Town)

A NEW TOOL FOR MARKETING TAILORED TO THIS MARKETING AGE



2 TOP-FLIGHT AGENCY MARKETING MEN ASKED FOR IT

They cited the need for such a work... offered full cooperation in the form of counsel in its production.

What does S.T. give you?

NOW—For the first time...

Metropolitan Market Areas are defined to show all towns—including Suburban Towns—under their market influence.

NOW—For the first time...

The Small-Town Market in its true value—Small Towns which are in no way influenced by Metropolitan Markets.

NOW—For the first time...

Circulation distribution of leading national publications are allocated by actual market opportunities, rather than by towns only.

NOW—For the first time...

You can differentiate between a Suburban Town under the influence of metropolitan districts, and a Small Town beyond these influences.

MARKETING EXPERTS ACCLAIM S.T.!

"A great contribution in this marketing age"... "Sorely needed for a long time"... "A brand-new and thoroughly sound approach"... "Opens up new possibilities in marketing".
Just a few of the reactions of marketing men and advertising space-buyers to this entirely new marketing tool.

**S.T. IS READY NOW—for national
advertisers and recognized advertising agencies.**

JUST SIGN AND MAIL THE COUPON

For further information call the Grit Representative.

GRIT PUBLISHING COMPANY
Williamsport 3, Pa.

Please call me for an appointment for your sales representative to
present me with a copy of S.T.

(Name) _____
(Firm) _____
(Address) _____

time to time established by the lessor, all supplies including string nail, tack strips and other fastening material used in connection with the leased machinery."

This clause the court held illegal "as tending to substantially lessen competition and create a monopoly." Another clause in the contract was, in part: "The lessee shall obtain from the lessor exclusively and shall pay therefor at the regular prices from time to time established by the lessor, all duplicate parts, extras, mechanisms and devices of every kind, need-

ed or used in operating, repairing or renewing the leased machinery."

To these clauses was made the judicial comment: "In the opinion of the court there is nothing unreasonable in this provision."

To the objectionable clause was made this qualification: "For one competitor to exclude all, or substantially all other competitors from such opportunity—i.e., drive them from the field of freely offering their goods, so as to have that field to himself—is to monopolize according to the agreed sense of the word."

Fifteen years later the same exclusive sales clause came before the Supreme Court in the International Business Machines Corp. case. The contracts of that company provided for the rental of tabulating machines with the stipulation: "The rentals hereinbefore stipulated are based upon the exclusive use, in any or all said machines, of cards purchased from the Tabulating Machine Co."

In determining this clause to be a violation of the Clayton Act the court said, "If there are no more than two competitors in a commerce of this kind, and each is allowed to bind the lessees of its machines from purchasing the tabulating cards of the other for use in its machines the competition in tabulating cards would almost certainly be not only substantially lessened but practically extinguished. Whereas, if the 'tying-in clauses' are avoided in the leases of both competitors the lessees of each will at least be able to purchase from either and thus secure a better article or as good an article for a lower price. It seems to me also that the maintenance of these 'tying-in clauses' would tend to create a monopoly in the commerce involving tabulating cards."

In the opinion of Chief Justice Stone of the Supreme Court, affirming the lower court in this instance, occurs the following statement: "The International Business Machines Corp. is not prevented from proclaiming the virtues of its own cards or warning against the danger of using in its machines cards which do not conform to the necessary specifications or even from making its leases conditional upon the use of cards which conform to them. The Clayton Act names no exception to this prohibition of monopolistic tying clauses."

In the course of this opinion the court compared the situation arising from the International Business Machines Corp. contracts with those involved in the Sinclair Refining Co. case. There and in the more recent General Motors Corp. decision, the exclusive selling clauses were within the confines established as righteous by the Clayton Act, and not "Where the effect may be to lessen competition or tend to create a monopoly."

This clause in the General Motors contract was, "Dealer will agree that he will sell genuine, new Chevrolet parts and accessories at not more than the current list prices. Dealer will agree that he will not sell or offer

3. United States v. United Shoe Machinery Co., 264 Fed. 138.

4. International Business Machines Corp. v. United States, 298 U. S. 131.

SALES MANAGEMENT

95.9%

HOME COVERAGE

In the City Zone

HERE ARE THE FIGURES!

Buffalo City Zone Population
N. Y. State 1945 Population Estimate

667,944

Number of City Zone Families
N. Y. State Estimate, 3.8 Persons Per Family

175,775

NEWS Net Paid City Zone Circulation
Audit Report, Sept. 30, 1946

168,562*

And It All Figures To 95.9% Home Coverage

*TOTAL Net Paid Daily Average Circulation, 262,094

MAXIMUM COVERAGE AT MINIMUM COST

BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher

"Buffalo's Only Evening Newspaper"

KELLY-SMITH CO., National Representatives

New York • Chicago • Philadelphia • Detroit • Boston • Atlanta • San Francisco

for sale or use in the repair of Chevrolet motor vehicles and chassis, second hand or used parts not manufactured by or authorized by the Chevrolet Motor Co., Division of General Motors Corp."⁵

This clause in the Sinclair Refinery Co. contracts, made with retail gasoline dealers in the supplying of equipment for storing and handling the refining company's product, was, "That the above described equipment shall be used for the sole purpose of storing and handling the gasoline supplied by the refiner."

The court held neither this nor the General Motors contract violated the Clayton Act. In the opinion on which this decision rested Justice McReynolds wrote: "There is no covenant in the present contract which obligates the lessee not to sell the goods of another; and its language cannot be so considered. Neither the findings nor the evidence show circumstances similar to those surrounding the 'tying' covenants of the Shoe Machinery Co. The lessee is free to buy wherever he chooses; he may freely exploit and use as many pumps as he may wish and he may discontinue any or all of them. He may carry on business as his judgment dictates and his means permit save only that he cannot use the lessor's equipment for dispensing another's brand."

The clause, unlike that in the contracts of the United Shoe Machinery Co. and the International Salt Co., does not foreclose the competition the law would foster. There is a distinct difference in the objectives of these two types of agreements. In one the contract is implemented by this clause to promote the good-will of the seller and maintain the standards set for his product irrespective of the competitive role such a contract necessarily assumes.

"Competition is not an unmixing good," asserted the circuit court

5. *Pick v. General Motors Corp.*, 299 U. S. 3.

"The search for merchandise with better margins is causing new goods to appear in strange places. The rule seems to be, 'If you find any new product you think you can handle, grab it before a competitive outlet does.' May heaven help the Census in defining kinds of retail stores in the next Business Census."

—VERGIL D. REED,

Associate Director of Research,
J. Walter Thompson Co.

judge in the Sinclair case. "It is a battle for something that only one can get; one competitor must necessarily lose. The weapons in competition are various. Superior energy, more extensive advertising, better articles, better terms as to time for delivery, place of delivery, time for credit, interest or no interest, freights, methods of packing, lower prices, more attractive and convenient packages, superior service and many others are and always have been considered proper weapons. The expense attending the use of a weapon, the foolishness of it, the fact that a

method is uneconomical, or that the competitor cannot meet a new method or scheme of competition because it will be ruinous to him to do so, have not, has not nor has either of them ever been held to be unfair."

The other clauses, those of the United Shoe Machinery Co. and of the International Business Machines Corp., not only maintained their own right to compete but sought to take from others this right they claimed for themselves.

"Your right to swing your arms ends," affirms a famous legal opinion, "where the other man's nose begins."



We promise to set it right again. But, you see, ours was upset recently and it changed a lot of notions we had always counted on.

WSYR has a big farm audience. About 40% of all New York State farm families are in our area. We thought we know their radio habits pretty well. But a recent and indisputably sound survey* has given us new answers to some old and important questions. For example:



What do you think are the peak listening hours in farm homes?



How many hours per day, in those homes, do you think the farmer, his wife and children each listen to the radio?



Which of the eight stations regularly heard by Central New York farm homes has the most listeners?



And—most important to advertisers—what type of programs do you think they like to hear most? (One hint: it isn't farm programs.)

As a sound guide to advertisers who want to plan productive campaigns in the rich Central New York farm market, these facts are all presented in a new book called "Down to Earth." The only thorough study yet made, it may revolutionize your ideas about Eastern farm listening. Write, on your letterhead, to William Alford, WSYR, Syracuse-Kemper Building, Syracuse 2, New York, for your copy today. The number available is limited.

WSYR
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*Conducted by Farm Opinion
& Research among Central
New York farm families

WTRY, Albany-Troy-Schenectady, & WELI,
New Haven, are also H. C. Wilder Stations

Represented by Headley-Reed



Many thousands of America's Most Successful Sales and Distribution Executives Consider Our Maps

Indispensable Tools for Market Planning, Sales Control and Efficient Distribution in the Large Markets

For nearly a quarter of a century we have been "preaching" the thorough coverage of 87 vital markets. Down through the years many of America's most successful merchandising executives have used complete sets of our 87 maps with phenomenal results. Over and over again the leading Sales Managers of this nation have explained to us that our maps have been the secret formulae of their success. Very briefly we would like to tell you why. It is perhaps possible that thorough coverage of 81% of America's purchasing power warrants your consideration. "A picture (of any market) is worth 10,000 words." There is no substitute for complete territory breakdowns and careful checking of outlets throughout these 87 areas containing, let us again repeat, 81% of the nation's purchasing power. There are over 500 square miles in many metropolitan centers. Almost any fifty square mile area in the large metropolitan markets contains more purchasing power and more people than five of the thinly populated western states.

In case you have the responsibility of merchandising anything commonly purchased and generally distributed to the American Public, do not neglect any part of any one of these 87 vital markets. The use of our maps for territory breakdowns and a careful check of your outlets is the only positive way to be sure you are not neglecting any area with more purchasing power than five western states.

Eighty-seven beautiful, practical wall maps (44" by 65") of Principal U. S. Markets which include the geographical areas containing over 81% of the Nation's purchasing power. Every street in all large American Cities alphabetically indexed and mechanically located.

Three FREE territory marking pencils furnished with each map. All markings can be erased just like chalk on a blackboard from the cellophane finish on our Maps, as territories change.

PLUS

THE FINEST AND MOST POPULAR U. S. MARKETING MAP PUBLISHED (With white and black background or in color with topography.) Mechanical index locates instantly any municipality or county.

FIRST—IN Quality, IN Clarity, IN Accuracy, IN Popularity

Any map of any large American Market sent on **10 DAYS FREE TRIAL**
Price \$42.50 Each

Brochure upon request, containing detailed descriptions of these vital markets and FREE United States Map showing their location. No Obligation. Salesman will NOT call, unless YOU request interview.

HEARNE BROTHERS
DETROIT 26, MICHIGAN

Over 100,000 American Business Firms Use Hearne Maps



**Shower
Curtains,
1947
MODELS:**



BATHING BEAUTIES:

This is not a bevy of Romans at the bath, but examples from the 1947 line of special designs for Krene plastic shower curtains.

The waterproof silk screen murals provide an extra sales plus for the utilitarian shower curtains.

"Seascapes" (top) will be marketed in April. Peter Arno's "Man in the Shower" (above, middle) and Vertes' "Angel Faces" are for exhibition only. "Stripes & Flowers" (right) is being released in February.



SALES MANAGEMENT

CAMPAIGNS AND MARKETING

Moth-Ded Goes National

Moth-Ded, new mothicide of Boyle-Midway, Inc., will be backed by a large fraction of the company's advertising budget this spring. Half and two-thirds pages will be used throughout the spring months in *Ladies' Home Journal*, *Good Housekeeping*, *The Woman's Home Companion*, *Charm*, *Mademoiselle*, *Cosmopolitan*, *True Confessions*, *Today's Woman*, *Family Circle* and *True Story*. Copy theme of the magazine series, "Protect the woollens in your life with Moth-Ded," is built around smart fashion illustrations by Emily Jamieson Knapp. Also included in the promotion are local tie-ins, displays, and coast-to-coast radio.

Moth-Ded can be manufactured economically, thus enabling the company to price it to the housewife at less than half the prevailing price of many similar products. This low price feature will be stressed, along with 5% D. D. T. content, in the spring advertising drive.

The company's decision to launch an all-out sales and advertising promotion this spring is based on results of last year's market tests which were deliberately conducted under the most adverse conditions possible. Door-to-door and store-to-store checks indicated that Moth-Ded had captured the approval of housewives to an extent that the product should be

launched nationally. James Rayen, Boyle-Midway's advertising and merchandising director, quoted company president Strieder Schraffenberger as stating, "We are fully confident that the sales of Moth-Ded will very quickly equal those of our other well established insecticides, Fly-Ded and Black Flag."

Other specifics of the Boyle-Midway line include Ant-Ded and Antrol for ants, Snarol for snails, Bug-Ded for bedbugs, Roach-Ded for roaches, cattle sprays and powders, and the company's new Ridz line for lawns and gardens. Others, such as Ridz Liquid Fertilizer, will be on the market soon.

Specifics for insects and pests, while constituting a large dollar volume, are only a fractional part of the Boyle-Midway household line. More than 50 brand names in the corporation's catalogue include such items as Old English Waxes and Polishes, 3-In-One Oil, Aerowax, Plastic Wood, Kwick-Lite Lighter Fluid, Old English Powdered Cleaner, Rug-Sta, Whirl-A-Way Mops, Silver Label Germicide, Aeromist Glass Cleaner, and Diamond Tints and Dyes. Manufacture and sales in Canada are via Boyle-Midway (Canada), Ltd., with a new plant just completed at Toronto, Ontario. Both companies are subsidiaries of American Home Products Corp.

While company officials declined



"I DOOD IT!" . . . New game of the Zondie Game Co., number 500,000, is being photographed by Red "Junior" Skelton for Walt Medine. Klitten & Thomas is the agency.

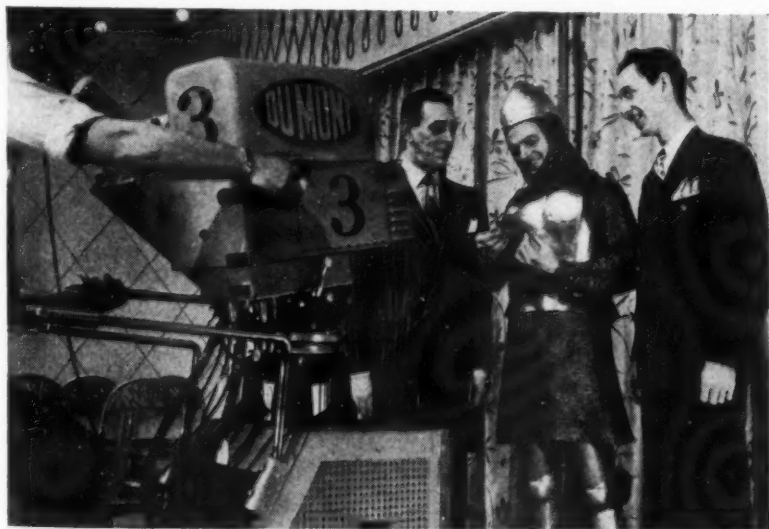
to furnish sales volume by items, they readily acknowledged that advertising expenditures for 1947 will be "substantially in excess of a million and a half dollars." The advertising account, both in the United States and Canada, is handled by W. Earl Bothwell, Inc. Mr. Rayen reveals that the advertising appropriation would be split about evenly between newspapers, radio, magazines, and display advertising, with a generous amount set aside for business papers.

"Electrical Living"

To help the public plan for "electrical living," and to maintain the peak demand for electrical appliances, the Union Electric Company of Missouri has just completed a three month campaign which will mean future sales for appliance dealers throughout the area served by the company.

This company, a public utility, is not selling appliances, but plans to cash in through ultimate use of more power by consumers. One purpose of radio, newspaper and outdoor advertising copy during the fall was to bring people into the "Electrical Living Home" which had been built in the lobby of the company's downtown office building in St. Louis.

The four-and-a-half room full-scale bungalow featured practically every kind of electrical appliance. Kitchen convenience was pointed up by demonstrations of dish washers and garbage disposal units, latest model electric ranges, electric toasters, roasters, mixers, coffee grinders, egg cookers, and broilers. Bedroom comfort was illustrated through electric blankets, air-conditioning units, bed-



CAMPAIGNING . . . With modern weapon of television, "Golden Knight" expansion watch band of Speidel Co., Providence, R. I., is demonstrated on "Detect & Collect" via DuMont.



FIREBRICK FREDDIE SAYS . . .

"Spend your vacation snoozing or reading or cruising

"Every year with full vacation pay.

"We've a job here for you—a job you can do.

"Write or call 'Plant Employment' today!"

In A. P. Green Firebrick Co., St. Louis, campaign devised to interest prospective employees and to continue good worker relations through newspapers and via direct mail.

side radios and fluorescent reading lamps. Throughout the house there were demonstrations of how electricity can make life easier and more pleasant.

More than 60,000 people went through the bungalow, and after their tour received folders and booklets illustrating proper wiring plans for full utilization of electrical appliances, designs for modern kitchens, and sales features of various appliances.

To hold the interest of visitors and take them into appliance dealers, a contest was held during the campaign. Customers were invited to submit letters on "How I Plan to Live Electrically," and win valuable appliance prizes. Contest entry blanks could only be obtained from the Union Electric Co. and could only be deposited with the utility's 1,200 co-operating dealers. A separate jingle contest was held for employees.

Publicity included 136 outdoor poster boards with such slogans as "Plan Now to Live Better Electrically," "Resolve to Live Better Electrically in 1947," as well as car cards, spot announcements, commercials on the company's "Land We Live In" radio show, 7,000 lines in approximately 35 newspapers, window displays at branch stores, and personal promotion by the company's Industry Cooperation and Residential Service staffs.

It was realized that many thousands of people wanted to buy appliances but the electrical products simply were not available. In order to prevent the dissipation of this purchasing power, all 1,200 dealers were provided with Electrical Living Gift Certificates which enabled customers to purchase certificates and receive the appliances when available. This system permitted the smallest dealer

to offer the same service that had previously been offered only by the larger retailers.

Robert Coe, Union Electric's residential sales manager, believes the campaign has been far reaching in its effect.

"We want electrical appliances to have a place in family budgeting," he says. "We hope that people's war-time savings that have been earmarked for new electrical appliances will not be spent for other goods prior to the arrival of the electrical merchandise. Most of these items are still scarce, and unless we keep people wanting them their money may be spent on something else. So all our advertising and sales efforts are geared to nail down purchasing power for sales in the near future."

Campaign for Radios

The Garod Radio Corp., Brooklyn, N. Y., is apportioning from one-half to three-quarters of a million dollars for its 1947 advertising campaign.

Sales manager of the corporation, Louis Silver, in announcing the schedule at a recent Chicago sales meeting of all Garod sales representatives and distributors, stated that approximately one quarter of a million dollars will be spent in such national media as *Life*, *Collier's* and *The Saturday Evening Post*. Local co-operative advertising based on percentage of sales to dealers will run between one-quarter and one-half million dollars. Newspapers, radio, and outdoor will comprise this local advertising, and dealer helps, mats and direct mail complete the campaign.

Total production of Garod radio receivers, including portables, table models, consoles, and the new Garod television receivers, in the first six months of 1947, will surpass the entire production total of 1946. The advertising and promotion theme, Mr. Silver says, is being built around the firm's quarter of a century anniversary this year.

Shappe-Wilkes, Inc., is the agency.



Another "Loft" Makes Good

What was just a spacious loft has been converted by Barret Textile Corp. into its Los Angeles showrooms—winner of an Award of Honor from the American Institute of Architects.

The citation with the award states: "This is a sophisticated environment to help sell magnificent textiles—selling at its best."

Design is based on the "California Terrace" theme. Reception room steps are finished in natural redwood blocks stripped with natural oak. Garden chairs are placed around a rubber tree.

Large cabinets of natural finish birch separate executive offices from secretaries' space. In the salesmen's room, desks are suspended from the wall. Opposite the salesmen's room are display rooms with cabinets for samples and seats for buyers.

To provide an effective background for displaying Barret's multi-colored textiles, the interiors are painted in neutral shades of grey with the customers side blended in shades of terra cotta, citron, white and grey. Floors are covered in grey carpet.

MAKE IT FIRST ON YOUR 1947 SCHEDULES:

The Washington Post

FIRST IN AMERICA

IN RETAIL GROCERY ADVERTISING

AMONG ALL METROPOLITAN CITY* NEWSPAPERS

Consumer acceptance and dealer support are the key words, and in Washington, D. C., you get both when you advertise in The Washington Post:

- ① The Post carries more retail grocery advertising than any other Washington newspaper.
- ② This Post leadership over a three-year period has established the Friday morning Washington Post as the grocery market place for Washington housewives.
- ③ Dealers are more interested in the paper they use themselves. The Post had 37 retail grocery advertisers in 1946—and 18 of them advertised exclusively in The Post.

The combination of Washington's greater buying power and The Washington Post's dominance as the grocers' advertising medium has made The Post first among all metropolitan city* newspapers in retail grocery lineage for 1946.

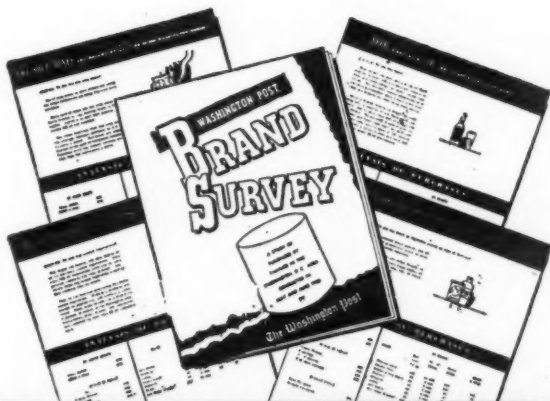
Washington and The Washington Post belong at the top of your 1947 schedule. The rate is 43c a line.

Six Additional Reasons Why The Washington Post Is Important to National Grocery Advertisers

1. Brand Survey
2. Grocery Route List
3. Market Data Book
4. Trading Area Data Study
5. More Dealer Ad Tie-Ups
6. Merchandising Support

The Post knows the Washington market best and can best assist you to sell.

Washington Post BRAND SURVEY Now Available



The 1946 brand survey of The Washington Post—now available—shows the percentage of Washington consumers buying each brand of 58 types of grocery products. Baked goods, breakfast foods, condiments, dairy products, meats, soaps—the whole story of consumer purchases is ready for your information. To get a copy of this 72-page brand survey, write Jack Sacks, national advertising manager, The Washington Post, Washington 4, D. C., or call a Washington Post representative.

*MEDIA RECORDS 1946—Cities over 500,000 population.

Represented by: Osborn, Scolaro, Meeker & Co., George D. Close, Inc. (Pacific Coast), Metropolitan Sunday Newspapers

Why Four Out of Ten Men Say "Nix" to Hair Tonic

BY JULES NATHAN • Marketing Director, Franklin Bruck Advertising Corp.

Most violent dislikes: grease, 20-mule-team perfume, too much alcohol. Remedial advantages are weak as sales appeals. Users are interested in a product that will keep hair from looking as though they had just crawled out of bed.

It has been estimated that men spend 50 million dollars annually on hair preparations—tonics, oils and shampoos. This definitely puts such products into the category of big business. And the hair tonic end of this industry could be much bigger if manufacturers had a clearer understanding of the likes and dislikes of the consumer.

This seems to be the import of a consumer survey recently completed by the Franklin Bruck Advertising Corp., New York City. The survey reflects an industry which is full of paradoxes when one compares the kind of merchandise and merchandising with which the producers try to meet consumer requirements.

For example, 40% of adult men never buy hair tonics or hair dressings for use in their own homes—a figure large enough to cause anguish to the most complacent in the industry. Furthermore, among men 50 years old, only 37% buy hair tonics as compared with 75% of the young men, age 25. Even accounting for an alarming proportion of baldheads in the older group, a variation of such magnitude is not understandable. Perhaps all that is required is a different type of preparation for the oldsters.

Another circumstance that manufacturers can ponder gravely is that most men do not want a hair tonic, as such! A majority of consumers (58%) would be satisfied to have a simple hair dressing—something that smooths their wayward locks and improves hair appearance—and advertisers can save all their high-sounding talk about tonic and remedial advantages.

But by far the most paradoxical situation is that men *detest grease*. The consumer is a difficult creature, but never more cantankerous apparently than in his attitude toward hair tonics. He wants something to keep

his hair down—but without grease.

All of this information, plus a wealth of other material, is reported in Franklin Bruck's cross-section survey of urban men taken in June, 1946. The survey is based on personal interviews with 900 men in 19 cities widely diversified as to size and geographical location. The men are a representative sample of a large majority of the urban population, carefully selected to match current statistics on age, occupation, income, city-size grouping, geographical sections, and color.

Chart I is a picture or profile of the market for such products. It is interesting to note that occupation and income do not affect hair tonic use, at least in terms of *numbers of users*. Manufacturers will find just as many customers among laborers as among white collar workers; the same proportion of consumers among tycoons as among the workers with smaller weekly pay envelopes.

On the other hand, man's interest in hair tonics takes a sharp decline as he grows older. Since male cosmetics (other than hair tonics) find their largest markets among older men, we are not ready to accept this situation as inevitable.

Where a man lives, too, has a marked effect on his use of hair tonics. Western and southern males show a much wider use than Eastern and Central men. There is no known explanation for this. A sheer guess would be that it is influenced by the greater hatlessness in the South and Far West.

Asked why they prefer some brands of hair tonics to others, men gave the reasons shown in Chart II. Note that dandruff remedies, panaceas for falling hair, itching scalp, and other troubles both real and fancied, are a distinctly secondary requirement of consumers. The majority of consumers, or 58%, are interested only in a hair groom or dressing that will keep the hair in place and improve its appearance.

Note, too, that one of the minor requirements, mentioned by only 12% of consumers, is a pleasing fragrance. This does not evaluate fragrance in its true perspective. A series of additional questions elicited the information that 64% of all consumers want a hair tonic with the "proper amount" of a pleasing fragrance and that many men object strenuously to hair tonics which are too abundantly perfumed.

The consumer's pet hate in connection with hair tonics is an oversupply of grease. Three out of four men cited this objection. "Fragrance too strong" is another strong complaint, mentioned by 46% of the consumers. The third objection—that some tonics contain too much alcohol—was reported by 25% of the consumers. These three objections together with several others of a milder nature appear in Chart III.

To sum up . . . the consumer has expressed his opinion and attitude towards hair tonic and dressing. In substance, he has presented a real challenge to the manufacturers in this industry. He has said that at present, 4 out of every 10 of his fellow consumers do not buy the product. At age 50, he is only half as interested in hair tonics as at age 25. He wants a hair tonic that will keep his hair in place . . . but without grease. And, he likes his hair tonic with a dash of a pleasing but barely noticeable fragrance.



CHART I

**PERCENTAGE OF MEN WHO BUY
HAIR TONICS AND DRESSINGS
FOR HOME USE**

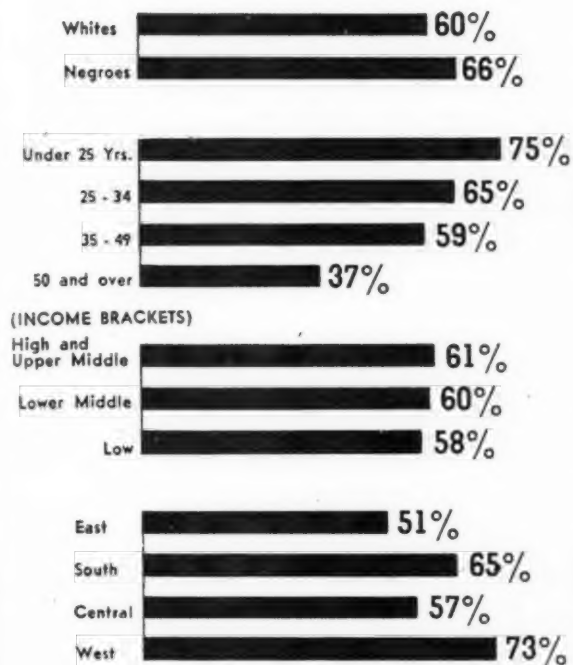
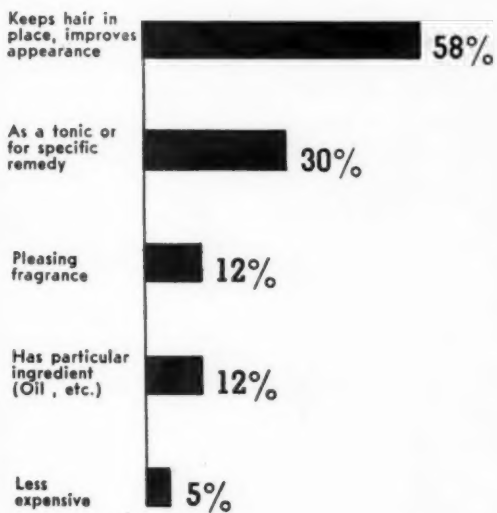


CHART II

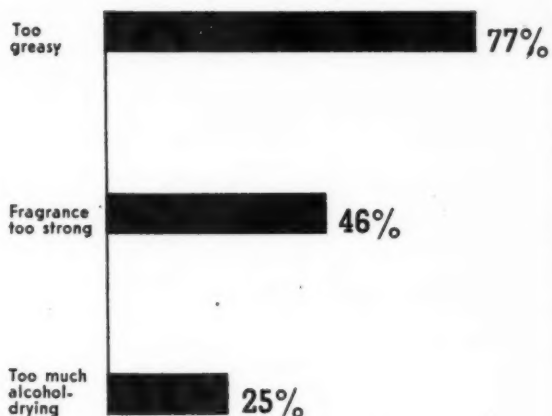
**MAJOR REASONS WHY MEN PREFER
A PARTICULAR BRAND
OF HAIR TONIC**



NOTE: Exceeds 100% because some men gave two or more replies.

CHART III

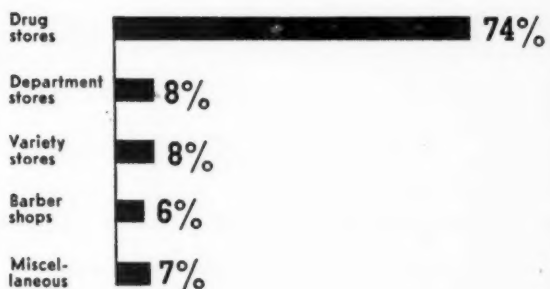
**WHAT MEN OBJECT TO MOST
IN HAIR TONICS**



NOTE: Exceeds 100% because some men gave two or more replies.

CHART IV

**WHERE MEN BUY HAIR TONICS
FOR HOME USE**



NOTE: Exceeds 100% because some men did not confine purchases to one type of store.

**HOW OFTEN PURCHASERS USE
HAIR TONICS**

Average of 3 to 4 times per week

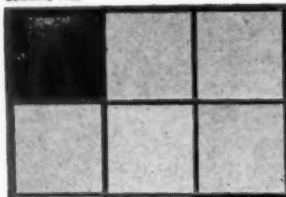


Floor Show of the Century

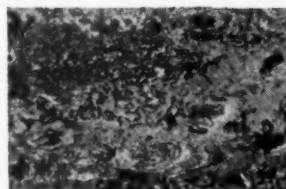
It was billboard news in the last century when Frederick Walton built his factory town called "Linoleumville"...and introduced a successor to oilcloth floor coverings. Though the new linoleum had to be glued to the floor in strips, modern families of the time were delighted with it...found it warmer, softer, more durable, more hygienic.

To progressive families of today, linoleum and its contemporaries are accessories to good living. House & Garden's alert readers know that ceramic tile, terrazzo, cork carpet, wood blocks are all good decoration as well as useful floorings...know they can look to House & Garden for new trends in flooring...new trends in living.

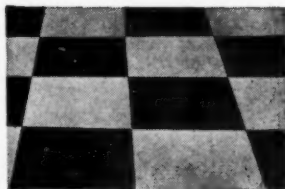
CERAMIC TILE



TERRAZZO



LINOLEUM



ASPHALT TILE

House & Garden

sells America's most influential families

SALES MANAGEMENT

New England Sales Chiefs Look Buyers' Market in the Face

Boston conference speakers say public must have high quality products at lower prices—Urge Golden Rule management and selling methods—Sharp training and fair pay for salesmen will help companies cut distribution costs.

Cautious optimism for American business marked the Eighth New England Sales Management Conference in Boston January 10 and 11. More than 1,000 sales officers packed the sessions, listening to practically every word. As usual the Conference was sponsored by the Boston Chamber of Commerce and organized by the Sales Managers Club, The Executives Club and the Chamber's Department of Commercial and Industrial Affairs.

In main sessions and group panel meetings "sales management in a buyers' market" was treated from various slants by 32 speakers. The consensus was that it's a market in which people demand more quality for lower prices and *are going to have their way*. Production can be kept up by the current improvement in labor relations if top management—and sales management—is wise enough to concentrate on better public relations, always thinking *first* of the consumer's good.

Costs of distribution can be reduced by better planning, by training, *training*, TRAINING sales forces and by paying them adequately. Finally, hard work by everybody will keep employment up, public buying power high, sales volume huge and American free enterprise safe.

Some of the "nugget" ideas of a number of speakers follow:

Wanted: Customer Goodwill

Dr. Glenn N. Merry, professor of marketing, New York University—

Companies must rebuild producer-consumer good-will. To do it, salesmen who never before saw a buyers' market must be trained in the old principle: "The customer is always right." Sales management must have more control of budgets, balance sheets and advertising. Prices must be held as low as possible. "Service" to customers should be the watchword. Sales management in any industry must plan ahead always for the good of the consumer and not be driven by competing industries to improve

products and services—as oil and gas is driving coal, and as airlines are driving railroads.

Edward M. Douglas, vice-president, International Business Machines Corp.

The *principles* of sales management do not change, whether a market be a sellers' or a buyers'. Customers *must* be served. Luckily for wartime bad actors, even they are having a chance to redeem their business good-will now. They can do it by showing the proper spirit of humility and cooperation with those who buy. The Golden Rule is the best guide for any business.

What the Public Must Get

J. R. Davis, vice-president and director of sales and advertising, Ford Motor Co.—

The public is choosier than it ever was before. It wants well known, advertised brands of goods backed by makers of reputation. It is accustomed to its increased buying power; but it now demands quality for its money . . . even *more* than ever. It will cling to this because what was a luxury yesterday becomes a necessity today. In automobiles it now regards radios, heaters and so on as necessities. Today it demands lower prices but this "new American market" is different because it must have high quality.

"By every index we know," said Mr. Davis, "the automobile market looks firm and urgent, both for the short-term and the long-term future. There is an immediate market for at least 12,000,000 motor vehicles. This potential market should be good news to everyone. It should mean steady jobs at good pay for many years to come, *if we can keep prices from going up.*"

To keep them from going up, men in distribution as well as in factories must be trained to do more and better work using improved methods and facilities. "Man can be trained to do far more than he does now—far more than he himself knows." And that, in the field of selling, is the challenge—and the opportunity—of sales managers. The better trained an experienced salesman is, the more volume he produces because he does all of the right things. The less he's trained, the more mistakes he makes. That cuts volume. When the sales force of the nation produces enough volume, business has to be good.

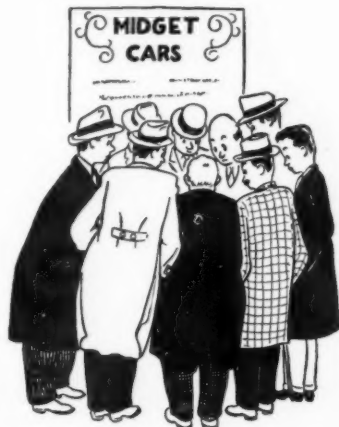
Two Ways To Cut Costs

Two direct ways of reducing distribution costs are to conduct consumer preference researches and to get advertising out of its "stodginess and well upholstered, comfortable ruts. It needs to capture the spirit of youth and optimism which is the America of today." And advertisers should make careful researches before they spend a dollar for media. Then advertising will do its forceful, effective job.

"The consumer is coming into his own again," finished Mr. Davis. "That's good news to me! This nation is economically most healthy when the consumer is boss and we are using our greatest skill and ingenuity to satisfy the demand for better things at lower prices. That way lies, hard, healthy competition; a healthier period of labor relations; more *productive work*! If 1946 was a year of confusion, I believe 1947 can be the first year of a decade of unprecedented opportunity."

Paul F. Clark, president, John Hancock Mutual Life Insurance Co.—

This change from a sellers' to a buyers' market is a God-given opportunity to salesmen to make their great contribution to an economy that



must be maintained if free enterprise is to continue.

James H. Rasmussen, vice-president, United Wall Paper, Inc.—

Today's market is so new it demands many changed methods. Since Pearl Harbor we have 12,500,000 new people in the 20-35 age group, 6,000,000 new families, 15,000,000 people back from the war with changed ideas. For salesmen to meet new conditions of marketing, management must define every salesman's job exactly, give him adequate incentives and rewards, provide chances

for advancement, and find ways of making him feel he "belongs." The human factor is management's greatest problem in 1947 marketing.

Those Salesmen's Unions!

James C. Olson, partner, Booz, Allen & Hamilton, consultants—

Unions of salesmen are forming mainly in companies whose plants are strongly organized, or whose customers are principally union members. The best way to meet the trend toward unionism is to pay salesmen adequately and equitably.

To show how tough a sales man-

ager's job could be if his men organized, Mr. Olson read a contract now in effect between a company and its salesmen. The union is the exclusive bargaining agency. The company can hire only union members in good standing, the union to be the sole judge of the standing. If one loses his good union standing the company must discharge him. It can fire a salesman for cause—on two weeks notice to the man and the union—only if the union or an arbitration board agrees the cause is "just." Seniority rights of employees always govern in cases of promotion, or increase or decrease of the sales force. The company must sell its products "through the usual trade distribution channels and will not sell in any manner that will be injurious to the interests of the members of this union," etc.

Let Salesmen Spend Enough

Frank W. Lovejoy, sales executive, Socony-Vacuum Oil Co.—

Salesmen should have a voice in their company's advertising and in its merchandising policies. They are closer to customers and points of sale. In Socony-Vacuum, district managers always collect salesmen's ideas and send them to headquarters.

Don't try to control salesmen's expense accounts by too fixed a pattern. Forcing a man to use nothing better than a \$3 hotel room could break his spirit and reduce his sales power. Leave it to him to entertain as he thinks best; but show him how to control such costs.

Vernon E. Parmenter, Dennison Manufacturing Co.—

Let a salesman spend expense money as his personality dictates—so long as he keeps the total within a certain percentage, and so long as his work is profitable. He should know best which accounts need entertainment. A \$40,000 testimonial dinner for one customer looked excessive—but it brought in \$4,000,000 worth of business.

Everett F. Merrill, Merrill & Usher Co.—

Companies that are too rigid on salesmen's expenses are encouraging salesmen's unions.

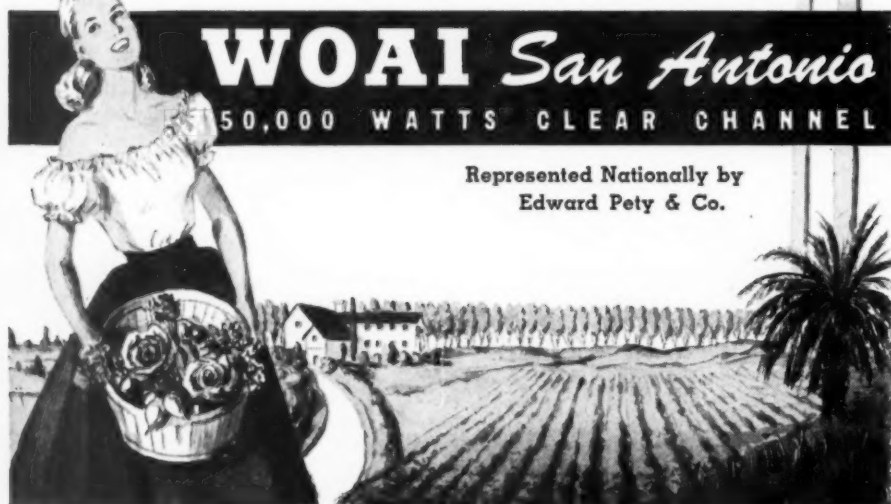
YOU CAN ALWAYS PICK A GARDEN SALAD IN THE *Winter Garden!*

Agricultural production continues the year around in the rich soil of the Winter Garden in Southwest Texas. Thousands of car lots of fruits and vegetables are shipped during each twelve-month period. Production such as this helps to make up the wealthy Southwest Texas market whose agricultural income, alone, runs well into the hundreds of millions of dollars, annually. In serving the people of Southwest Texas, WOAI gives due consideration to the great agricultural industry and arranges broadcasts which are useful to the farmers in their business as well as those which are for their entertainment.

That WOAI is successful in serving Southwest Texas is fully attested by the thousands of statements of satisfaction from fruit and vegetable growers, cattle and sheep ranchers, oil men and other classes of listeners who make up its audience in this huge and rapidly expanding market area.

WOAI is the only 50,000 watt, clear channel station covering by far the greatest portion of this territory. It will pay to reach this tremendous market by using the facilities of WOAI.

The Powerful Advertising Influence of the Southwest



WOAI San Antonio
50,000 WATTS CLEAR CHANNEL

Represented Nationally by
Edward Pety & Co.

YES, IT'S COMING . . .

That new, up-to-date reading list for salesmen and sales executives, which we have promised SM readers, will appear in an early issue. Look for it.

Promotion

T & C—100 Years

Town & Country is celebrating its Centennial. To mark its 100 year span the magazine has issued a special promotion piece, "A Century of *Town & Country* Advertising—1846—1946." Interesting from a purely technical angle, the booklet provides a graphic picture, with reprints of advertisements from 1846 to the present, of advertising's growth from a hit-or-miss proposition to the industry it has become. Early cigaret, automobile, real estate advertisements have been dug out of its files by the magazine—in all 178 typical advertisements are encased between the booklet's covers. Write Floyd W. Smith, promotion manager, *Town & Country*, 572 Madison Avenue, New York City 22.

The Rotarian and 88 Men

The Rotarian offers two booklets; one by Don Herald called, "88 Men I'd Like to Have on My Side;" the other a survey, conducted for the magazine by Statistical Research Co., which turns a spotlight on the typical *Rotarian* subscriber. Herald's little booklet, which reads like good fiction, tells of a visit to Vincennes, Ind., where he spoke to a group of 88 Rotarians. Mr. Herald decided that these 88 men were the thinkers, doers, boosters of the town. Furthermore they are all *Rotarian* subscribers. To prove their worth a chapter is given over to a statistical study of the 88—their home ownership, educational background, hobbies, buying plans. The second booklet is a more comprehensive survey. It gets a pulse on *Rotarian* subscribers nationally, charts their incomes, buying plans on everything from garden equipment to automobiles, lists, by percentages, their magazine reading habits. Write the magazine, 35 East Wacker Drive, Chicago 1, Ill.



4

FEBRUARY 1, 1947

Correction Please

The New York Subways Advertising Co., Inc., calls our attention to an error in this column (December 15), wherein we referred to that company's unusual promotion-kit as samples of the best advertisements recently and currently on view in the subways. Such is not the case. The kit actually is a series of special car cards which N. Y. Subways Advertising Co., had specially designed by leading artists for use in a mailing campaign. Purpose—happily achieved—of the travelling-kit is to demon-

strate the almost unlimited possibilities of the medium. Each of the cards carries its own message; some present facts of subway advertising coverage; others point out specific advantages of advertising in the New York City subways. Because of early demand, copies of the kit are not available.

Minnesota Newspapers

The Minnesota Editorial Association, Minneapolis 1, Minn., offers its 1947 guaranteed advertising rates by towns and by newspapers, including circulation.



the St. Paul Dispatch
and Pioneer Press are
the Only Daily Papers
Read by 90% of the
331,000 people in
the St. Paul A. B. C.
city zone.*

*Less than 10% of the people in the St. Paul City Zone read any other daily newspaper.

RIDDER-JOHNS, INC.—National Representatives

NEW YORK CHICAGO DETROIT ST. PAUL
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg.



I SAY THAT OUR COUNTRY BE A LOST MARKET TO THE SELLER

Postwar Premium Practice From Where I Sit

By
RANDOLPH BROWN, Publisher
Premium Practice & Business Promotion

AND

THE FORGOTTEN MARKET TO THE CON-
SUMER THEREIN FOR ALL THE GALAXY OF
PROMISED POSTWAR MERCHANDISE THAT
INDUSTRY IS NOW STRAINING TO PRODUCE
AND HOPES TO SELL—LOST OR FORGOTTEN—
WERE IT NOT FOR THE PROMISE OF PREMIUM
DISTRIBUTION—THAT INGENIOUS AND BE-
NEFICENT FORM OF MERCHANDISING
WHEREBY THE GOOD THINGS OF LIFE CAN
BE BROUGHT TO THE UNDERPRIVILEGED
THROUGH THEIR PURCHASES OF THE
BARE NECESSITIES OF LIVING.

THE main theme I would develop today Ladies and Gentlemen is the humane challenge as well as the business opportunity open largely to the Premium Industry alone to provide through the premium for merchandise the vast array of wanted postwar necessities for approximately half the family income of a country who right now because of low incomes and prices can afford but the bare necessities. I am likely to obtain none of these necessities through the premium method of distribution.

This talk Ladies and Gentlemen it takes 35 minutes so we can't stop at 10 o'clock. I say this because when you read the pages we all keep our eyes on instead of getting smaller it begins to get larger. So I repeat it. But so help me it is the only way I see it.

On occasion I have spoken of the premium for merchandise and from the hip—also from the hip if you don't mind today, as I have said the written word, for I for one don't like to say what I have to say. It will not be panacea. But so help me it is the only way I see it.

But it's always struck me Ladies and Gentlemen as a rather barbaric custom in speaking circles to feed a guy full and then say get up and TALK.

It's kind of reminiscent to me of the poor guy in his special Sing Sing cell where he's given the works for the last meal and then asked to get up and WALK.

READERS NOTE: The spoken word differs from the written word—and should. This is a speech exactly as delivered and not an article as it would have been written. Kindly read it in that spirit.—R. B.

SEND
FOR THIS 8 PAGE
ADDRESS—GRATIS
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sure Ladies and Gentlemen—be you will—that in this current \$1.00 of inflation there will be at least double—well over 20% of living. These are in the \$1,000 to \$2,000 a year families. Almost 1/4 of the population today and a likely 50% tomorrow—PRIVILEGED!

AND WHAT THE HELL HAS THIS TO DO WITH THE PREMIUM BUSINESS!

I'll tell you what it has to do with the premium business—just this!—

The premium business is the only hope—I say the

CED Tackles Problems of Labor and Small Business

They head list of 1947 researches by hold-over wartime committee studying ways to make free enterprise tick. "We need not have a depression," says Chairman Hoffman.

"We do not *have* to have a depression. This is a country of business cycles; but if we get the facts, think them out and act upon them, we can level out two-thirds of the plaguing cycles."

That, in the words of Paul G. Hoffman, is the principle now actuating The Committee for Economic Development of which he is chairman of the board. CED, which labored for national economic balance all through the war, is now laboring for the same thing in peace.

It has laid out a research program for 1947. This program was outlined to 300 business leaders in a New York meeting January 17.

Mr. Hoffman, who is president of Studebaker Corp., said CED research is continuing because of a national wave of demand for it.

Right now, Mr. Hoffman said, CED researchers, directed by the CED research committee of business leaders, are working hard to produce policy statements on two subjects: (1) They are getting down to cases on labor relations. This nation cannot achieve industrial peace by union busting and punitive labor legislation. It must write ground rules to make collective bargaining work better. That's CED's first job of fact finding and thought directing. (2) Then follows the job of working out suggestions for solving small-business problems.

"When you begin an intensive, open-minded study of these things, you get very humble," he added. "But CED hopes to make a real contribution to the nation's thinking. We here in America have spent billions for technical and commercial research to build our magnificent machine of production and distribution, but merely pennies to find out how to keep it ticking. I suggest that CED activities deserve as much support as can be given."

He read the names of committee-men who are working on the problems. The list includes Eric A. Johnston, president of the Motion Picture Association of America; John D. Biggers, president, Libbey-Owens-Ford Glass Co.; C. Stewart Broe-

man, president, American Bakeries Co.; Harry A. Bullis, president, General Mills; Gardner Cowles, publisher, *Des Moines Register & Tribune*; Fowler McCormick, chairman, International Harvester Co.; William A. Patterson, president, United Air Lines; Philip D. Reed, chairman, General Electric; Nelson A. Rockefeller; Louis C. Upton, president, Nineteen Hundred Corp.; J. D. Zellerbach, president, Crown Zellerbach Corp.; Edward T. Cheyfitz, secretary, Motion Picture Association of America and a group of outstanding economists.

Raymond Rubicam succeeds the recently elected U. S. Senator Ralph E. Flanders of Vermont as chairman of the CED research and policy committee. Speakers at the New York meeting paid high tribute to Senator Flanders for his wartime CED work.

Mr. Hoffman also announced that

John H. Van Deventer, formerly editor and president of *The Iron Age*, now heads the CED information division.

The list of principal CED studies for 1947, all aimed at developing ways of achieving stable high production and employment, follows:

Fiscal policy: Federal taxation and expenditures.

Monetary and credit policies.

Production vs. inflation (resultants of monetary expansion).

Stabilization of construction.

Business inventories and their effect on business.

Labor-management relations, with special attention to collective bargaining.

Price-wage relations (including consideration of productivity and real wages).

Contribution of individual businesses to stable high production and employment.

Contribution of state and local governments to business stability.

Changes in the organization of the Federal Government to facilitate better policy formation.

Incentives for investment.

Facilitation of the flow of savings into private investment.

Special problems of small business.

Money flows and cash balances in the economic system.

Analysis of fiscal-monetary policy between World War I and World War II.

Foreign experience in stabilization.



"When you sneak out later for coffee, Craig, will you bring me a cigar?"

"No Depression in 1947" Says New York Economist

Dr. Marcus Nadler, with no crystal ball points only to current business facts "here for all to see if they'll just look."

There will be no depression in 1947. It is practically bound to be a good business year. At worst there could be only a slight recession in the Fall and even that should not be followed by anything chaotic. The only thing that could upset this is serious labor disturbance—which is distinctly unlikely.

For all of that, take the word of Dr. Marcus Nadler, finance professor at New York University and economic advisor to New York's Central Hanover Bank. He is a plain man whose sharp, blue, good-humored eyes look through steel "specs." He has no crystal ball. He bases his business judgments only on "facts that are here for all to see—if they will just look," he told 190 independent retail store executives from all over the Nation, guests of Felix

Lilienthal & Co. at a New York dinner January 15.

"Even if we have a slight recession, it shouldn't be serious," said he. "Words like 'depression' and 'recession' and 'boom' are only relative. When you stand in a line a block long to get into a restaurant, it's a 'boom.' When you stand only five minutes, it's a 'recession.' When you can walk right in, it's a 'depression'."

These are some of Dr. Nadler's "facts for all to see:"

1. This will be a year of labor tranquillity. Strikes are too costly. Management is getting adamant to unreasonable demands. Peaceful collective bargaining will stave off punitive labor legislation, as all thinking labor leaders know.

2. General business activity, the

national standard of living, national income and employment are all high.

3. Demand for goods continues unsatisfied—especially for housing, home furnishings, machinery, equipment, durable goods of nearly every sort.

4. Our export demand is heavy and will continue. Our government loans to various countries remove all worry about foreign exchange.

"So a depression this year is simply not in the cards," said Dr. Nadler. However, he urged stores to dump inventories of high-price, inferior wartime merchandise "at any cost." People must have higher quality at lower prices. Manufacturers, with more willing labor and by new efficiency methods must reduce mill prices. Stores, by wiser buying, more skillful merchandising and advertising, and by great emphasis on courtesy and service will recapture customer good-will, thus keeping the sales curve up.

"Oh yes, there will be many store failures," he added. "But those will be the stores too unwise, too cowardly or too unsound financially to do the things I mentioned."



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SAVE TIME

Also M





POINT-OF-SALE PERFORMANCE: The Sunkist Santa Claus chimney display effective that food retailers demand adaptations of it each year.

Sunkist Man: Adviser, and Diplomat

because these young men are potential executives of the Sunkist co-operative marketing organization, which numbers about 600 people in Los Angeles, and the 57 United States and Canadian offices.

Tomorrow, they should have sell- management ability. Today, and facility to size up people long with them, alertness to ing ideas, good presence, lomacy.

aler service f built on ential: es from robably ranging and d

such as apples. Wholesalers compete for retailers business, they may have connections in Florida that lead them to carry no California citrus fruit.)

More sleeping dogs, to be tiptoed around. The kind of young fellow who does best at this dealer service job is one who seldom steps on a tail or a paw; who enjoys moving around among rivals and keeping them all happy; who goes into a store, meets a half-dozen employes on his way back to the proprietor's office, and leaves each employe with the feeling that he came in to see him or her.

The new man is generally hired locally, by a district manager, taking tests which are sent to Los Angeles for rating.

Starting work in that area, he is sent into the railroad yards to inspect arriving cars of fruit. There he learns fruit, and also begins his contacts with wholesale people. Sunkist sells only to wholesalers. He gets to know the men and their problems. Later on, he will be selling to them, as a district salesman or manager.

Then he is sent out with a dealer service man visiting retailers, watching the old hand work, and after a while, turning to himself, building displays, counseling merchants and their employes on principles that have been found good over two generations of Sunkist merchandising.

Diplomacy in Sunkist dealer service involves working with wholesalers. The service man coming into a town to build retail sales, calls on wholesalers first.

If there is only one wholesaler, he may accompany the service man, because all retailers are his customers. If there is more than one jobber, the service man goes alone. It avoids wholesaler competition, and frees the service man to visit any retailer.

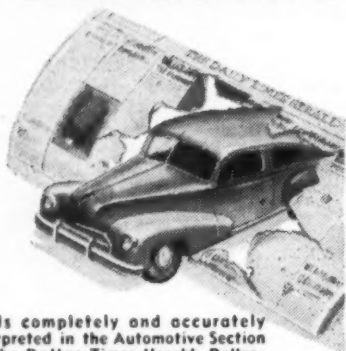
When sales fall off in a given territory, it may mean that one or more wholesalers are pushing competitive fruit. Then it is good tactics to build more retail sales for the wholesalers who are pushing your line.

Sunkist selects service men who seldom have had experience in selling, much less in running a retail food business. Having nothing to unlearn, they respond quickly to training.

How can the young man of 25, who probably could not manage a pushcart at a profit, handle himself?

He goes to store owners and managers who have grown gray in the difficult business of food retailing, offer to show them how to buy merchandise, price it, display and sell it. Whether they will disregard him as a squirt who is trying to tell how to run their business. Or, lomacy, they let him do it!

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METROPOLITAN POPULATION

Sunkist fruit is constantly advertised so that no consumer misses hearing about it frequently. The retailer can cash in on this advertising with good stocks of fruit, good display, and good markup. Here is where the dealer service man takes off his coat and completes a selling cycle.

That cycle started when the consumer first saw a Sunkist advertisement, heard a radio commercial, formed a half-resolution to buy—next time, some time. The service man places a large Sunkist display where it will clinch that resolution.

Actually, it often works just that way. There's proof when the retailer's Sunkist sales increase after dealer service.

The dealer service man is taught to look for retail outlets which could do more citrus business, and for new outlets. Forty years ago, not even the chain stores had produce departments. Oranges were sold chiefly by fruit stores, which did not carry vegetables. Now, citrus fruit is sold everywhere from a pushcart to an ocean liner, either as fresh fruit or juice, or as salads and garnishes.

Some months ago, a press dispatch reported that the United Nations bar in New York sold a great deal of orange juice, while anticipated liquor business had not been large.

Sunkist dealer service men pounced upon those juice figures, reduced drinks to boxes, figured out that U. N. bar sales were nothing to be proud of, advised boosting them with time-tried Sunkist merchandising devices, such as displaying a big pile of fresh oranges, squeezing the juice in sight of the bar's patrons.

Needed: Display Ideas

Needed most often are good display ideas. Retailers tend to display goods that move best, neglect slow moving merchandise. Sunkist oranges are in the market all year round, are apt to become an old story.

Going from store-to-store, the dealer service man watches for new ideas, carries them to other towns, adapts them for the same community.

Over the years, countless display ideas have been used, from the elaborate to the simple. Today, the service man may take a few old fruit boxes, some signs and banners, and several boxes of oranges, and create a display in five minutes.

"Say, Mister, all you've done is pile up a lot of oranges!" criticises an observing clerk.

"That shows how easy it is—just watch it sell oranges."

The retailer may not have enough fruit to make a pile. Even now, there

are a few dealers who purchase in less than box lots, and from other retailers. Better purchasing methods are made possible by increasing the turnover in oranges.

Some dealers overbuy, and have a surplus to carry over week-ends, with spoilage, and bargain sales. Other dealers buy too few sizes, believing that their customers prefer certain counts—they lack variety with which to offer a range of sizes and prices for all pocketbooks.

A Merchandising Formula

The Sunkist man has a formula for buying and turnover, based on many years of experience in every type of outlet.

Fifty dollars capital will finance a nice orange business with turnover on the weekly basis, giving good volume, ample range of sizes, and conforming to changes in wholesale prices.

On this capital, the dealer is advised to figure his consumer prices by 25% markup, as follows:

Store expense	16.5%
Loading charge	3.5
Profit—5%	5.0

Total markup ... 25.0%

Store expense is an average for many stores over a period of years. Loading charge compensates for smaller profits on sugar, flour, butter and other goods that carry only two to three percent profit.

On a seven-day turnover, with this markup, \$50 capital earns \$3.35 net profit weekly, \$173.68 yearly, and the capital is always intact at the end of each week.

It has been found advisable to turn citrus fruit every week, and let the wholesaler replenish stock from his cold storage holdings—his is better equipped for that—while the retailer should sell, not store. If the retailer complains that his wholesaler is not supplying him promptly with whatever he wants, then the district office investigates, and shows that jobber how to increase his business.

It is a rule to always display prices prominently with fruit—especially the prices of orange drinks. The display arouses interest, and the price card reassures the pocketbook.

Service men carry Sunkist price charts which show the right markup for different sizes at different wholesale costs, by the dozen or the pound.

Service men also arrange film shows for gatherings of retailers' employees, wholesalers' customers, trade associations, store managers and other trade audiences. These films show orange growing, packing and merchandising methods, and how to buy.

SALES MANAGEMENT

Editor...

Back-Talk to Bender

Editor, SALES MANAGEMENT:

I am a little bit suspicious about Dr. James F. Bender's article "Sour Notes in Our Selling English," which appeared in the January 1 issue of SALES MANAGEMENT.

Many of the "atrocities" are apparently manufactured for the occasion. Others are good colloquial English. A few of them are perfect.

I suspect, most of all, that Dr. Bender's 50 buyers were carefully coached on the grammatical points involved. I doubt whether any 50 men, unless all were grammarians, would think anything wrong with "If I *was* you, I'd order more." It should be "were" instead of "was," but even this survivor of the dead subjunctive is seldom used. Mr. Bender can read more about this subject in "Modern English Usage," by Fowler.

Another sentence that would not get a hundred per cent is "Last week I was doing good, but this week my sales fell off." "Doing good" is not a mistake in grammar; it merely says the wrong thing, and the person who does not say what he means is not making an error in grammar.

Now for the sentences that 35 of the buyers disliked. I don't believe that 35 out of 50, except with careful coaching, would see anything wrong with the following: "Of the two this is the least expensive." "I'd sure like to meet him." "That was the reason for me leaving the company." "Everybody should send in their orders on time."

The sentences that were objected to by only 20 buyers contain at least two that are 100% correct, and I'll argue about them with Dr. Bender any time: "This order is not so large as the last one" and "Leave me alone until I write this report." According to the grammar books, "so" is correct after a negative. The word "leave" is right because the speaker wants to be alone. "Let me alone" would mean "Don't bother me"; "Leave me alone" means more than that: It means "Go away!"

Several other sentences in this group deserve comment. There is nothing wrong with "He works mornings only." Any objection to it would be nothing but fussiness. I think, too, that "Between the three of us, something should be worked out" is better than "Among the three of us." Compare it with the following, in which "among" would be wrong: "A treaty

between five nations;" "There is a great difference between New York, London, and Paris." "Between," not "among," is the word to express mutual relation or reciprocal action. The Oxford Dictionary says, "'Between' is still the only word available to express the relation of a thing to many surrounding things severally and individually."

I doubt whether your readers will be especially interested in the point of grammar involved, but I object to anyone's making grammar worse than it is and calling correct sentences wrong.

CHARLIE SHAW
Teknicraft
Beloit, Wis.

More Opposition

Editor, SALES MANAGEMENT:

I shouldn't be surprised if some of your more literate readers take exception to the so-called "grammatical lapses" cited by Dr. James F. Bender in the current issue.

Most of his examples, of course, are downright sloppy English; but many of them are permissible through usage, or through acceptance as colloquialisms.

For example:

"Last week, I was doing *good*, but this week my sales fell off."

The doctor would doubtless prefer "doing *well*," but "good" is colloquial. I'd debate it with him at the drop of a Fowler.

"He was *raised* in the West." It is more pure to say *reared*, but, since most people say *raised*, accept it.

"I'd *sure* like to meet him." The pure would be *surely*, but I'd accept *sure* as colloquial . . . the language of the people.

"Say, do you know what I'll do?" I see nothing wrong with this one at all.

"Well, that's *going some*." Only thing wrong with this is that it has whiskers. I'd pass it.

"He *most* always asks about you." Nothing wrong with this, except that, in the *written* form, it takes an apostrophe before *most*, to show that it's a diminutive of *almost*.

"That's *kind* of ridiculous, don't you think?" I think it's *kind* of ridiculous to

raise the question of its validity, for that's what people say.

"The model has already begun to *date*." Just another way of saying "the model is becoming *dated*." Accept it.

"He was *good and sore*." A colloquialism acceptable the nation over. We don't mean that he was *moral* and that he had a *pain*. We mean he was incinerated about something. Acceptable locution.

"My *folks* always lived in a double house." Some people are allergic to the word *folks*, but not below Mason & Dixon's line. Accept it.

"*Everybody's else* business is good." This is the purist's version and perfectly proper, although it's so stuffy, I'd prefer *everybody else's*. That doesn't make *everybody's else* wrong, however.

"He works *mornings* only." Perfectly correct, so I don't know what his point is here.

"He *can't seem* to understand our attitude." Colloquial, and okay. Pure grammar could get a salesman shot.

"He has *gotten* a new sales-manager." Correct. I'd say it.

"One can always do as *he* is instructed." I suppose the doctor would prefer: "One can always do as *one* is instructed." Both are correct, and, since we have no neuter word, the masculine *he* is used.

"This order is not *so* large as the last one." This is the correct form. "Not *as* large" would be wrong. The positive takes *as-as* and the negative takes *so-as*.

"My watch is being *fixed*." Colloquial, and any moron would know it's being *repaired*. We know the speaker doesn't mean *fixed* in a secure position. Accept it.

"He is *apt* to go in a hurry." We know *apt* means *likely* or having a natural or habitual tendency. The phrase is colloquial and part of the English language. No solecism *per se*.

I think salesmen who read the piece are going to be confused and confounded. The doctor should have given his *preferred* forms in each instance.

In brief, I think the man is talking through his hat, and I think you'll get some mail on the thing.

T. HARRY THOMPSON
Editor,
"The Scratch Pad"

The Defense

You will recall the leading character in Owen Wister's *The Virginian* who didn't care much what people called him so long as they smiled "when they said it." Many buyers have a similar attitude toward salesmen's idiom and expressions

Yet there are many other buyers who are apparently sensitive to certain idiom and expressions as such.

Over the past 18 years we have distributed a list of expressions to the men and women in our classes—expressions compiled from speeches, sales presentations, interviews and the like. One of the assignments in the speech improvement course requires the class members to indicate those expressions they don't like to hear. The list prepared for the SALES MANAGEMENT article was selected from the annotations of 50 buyers.

You will recall I entitled the article

"Should Salesmen Speak English?" If expressions like those listed in the article succeed in building greater speech consciousness among salesmen, I believe a worthy contribution is made. For top-flight salesmen have at least one trait in common: sensitiveness to buyer's reactions. That implies a good deal of adaptability in expression.

"Good and sore," for example, may be just the right kind of expression to impress one buyer favorably, yet build sales resistance in another. One buyer may be devoted to "the subjunctive," another oblivious to it. "When in Rome, do as the Romans do" is a good general rule for

salesmen to adopt in regard to idiom and expressions.

The writers of the two letters raise some well-taken points: What constitutes good English? Who is the authority? How far should colloquial idiom supplant formal expression? In the U. S. A. these are questions usually settled by personal conviction, preferred authority—in the case of salesmen, sometimes by company policy. We have never tolerated government academies to lay down the law in such matters, as some other countries have done for centuries.

One of the writers suggests, "The doctor should have given his preferred forms in each instance." I have already done this in a training manual, "Salesmen's Errors of Grammar," published by Sales Training Publishing Co. of Roslyn Heights, N. Y.

The purpose of the article under discussion was to raise the question, "Should salesmen be conscious of buyers' preferences in regard to idiom and expressions? Should they? I believe so, for by being sensitive to buyers' likes and dislikes salesmen make or fail to make sales.—James F. Bender.

Anyone else want to get in on this series of bouts?—THE EDITORS.)

Eye-Opener

Editor, SALES MANAGEMENT:

We have been particularly taken with the Pictograph on "How the Department of Commerce Spends Your Money" on page 99 of the December 15 issue of SALES MANAGEMENT.

This Pictograph is an eye-opener. It surprised me, and has caused a great deal of comment among folks to whom I have shown it, particularly because of the fact that the Civil Aeronautics Administration gets 10 times as much as either the Bureau of the Census or the Bureau of Foreign and Domestic Commerce.

The local chapter of the American Market Association has recently appointed a committee to work on the question of more funds for Census work. Dan Hopkins, of the St. Louis *Star-Times*, is chairman, and I am a member. We have discussed the possibility of reprinting this Pictograph for local distribution, and are wondering if you have made any plans to reprint it. If not . . . may we have your permission to do so?

G. MYRON GWINNER
Market & Sales Analysis
St. Louis, Mo.

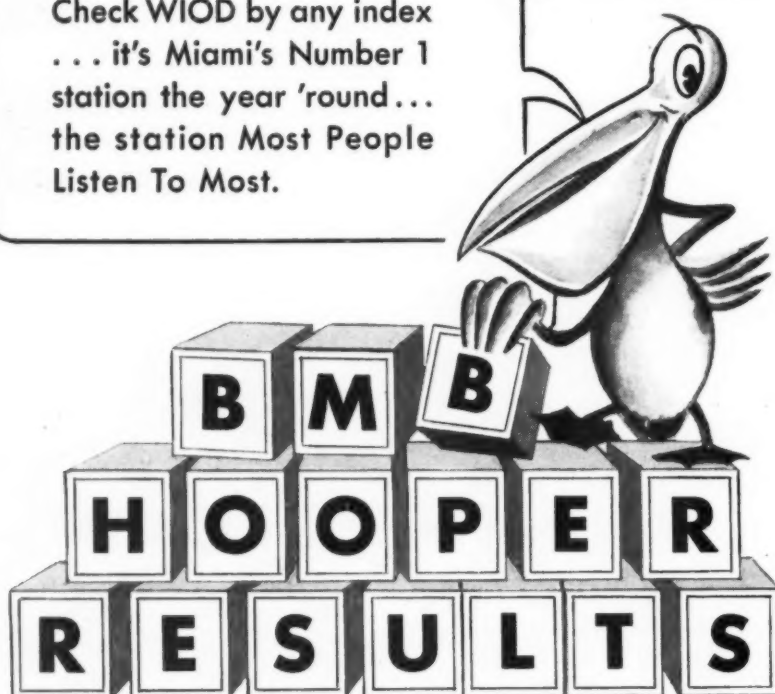
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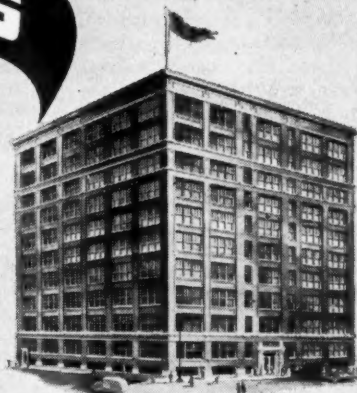
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It's Called "Waste Circulation"

Editor, SALES MANAGEMENT:

A few days ago I had occasion to visit the Public Library in Canton, Ohio, to check some old newspaper reports. The weather was very bad and the reading room of the library was full of street-walkers who inhabit library reading rooms on bad days.

I was very much surprised to find that the dirtiest and crustiest and most unimpressive bum of the whole aggregation was reading the latest copy of SALES MANAGEMENT. This was conclusive proof to me that SALES MANAGEMENT is tops in both "large and small" business.

R. L. TAYLOR
Vice-Pres. & Sales Mgr.
Diamond Portland
Cement Co.
Middle Branch, Ohio

(Even pan-handling takes a knowledge

of the psychology of salesmanship.—THE EDITORS.)

Hurd Fan Club

Editor, SALES MANAGEMENT:

That was a splendid thing you were able to do to get Arthur Hurd to write the series for SALES MANAGEMENT, "How to Increase Sales through Better Media Selection." If one could only believe that more and more agencies will come to these more intelligent and at least semi-scientific practices in the expenditure of advertising appropriations to really help increase sales at geographic points where the advertiser has his best chances for success, it would indeed be most heartening, and augur well for the future of sound selling procedures.

I am enclosing my quarter for a reprint. . . .

RICHARD FOSTER
Sales Analyst
Rochester, N. Y.

Editor, SALES MANAGEMENT:

We are very much impressed with Mr. Arthur Hurd's treatment of setting and evaluating sales areas. . . . We will require 25 sets (of reprints) for headquarters and district sales management.

J. E. BERNO
Sales Promotion Manager
General Mills, Inc.
Minneapolis, Minn.

Editor, SALES MANAGEMENT:

I have been most interested in your recent series of articles dealing with market research and media. Also the articles on salesmen's compensation should start some of the brass hats to doing a bit of factual thinking on that subject. Recently I participated in the assembly of information from certain surveys in the Detroit area, and the reaction to commission compensation was really something to hear.

CLINTON G. HALL
Birmingham, Mich.

(By now Mr. Hurd could easily be feeling like a Rose Bowl queen. SM will set up his series of articles against any challenger for best magazine article-series of the year 1946 in which the subject matter deals with markets and media. Readers' Service is now filling orders for reprints—25c each—on the same day they arrive, will continue to do so as long as the press run lasts.

SM's own Promotion Department sits moodily at its desks, embarrassed by the riches of response to one feature such as promotion men dream about and seldom encounter.—THE EDITORS.)

Fact Audit

Editor, SALES MANAGEMENT:

I read with much interest and deep appreciation your feature on Alaska Airlines in the December 15 edition of SALES MANAGEMENT. I spent nearly three years in the Territory and in the Aleutian Islands and from personal experience I know that your story painted a true picture of Alaska and its conditions today.

Thanks for several minutes of very interesting reading.

WILLIAM W. WADEL
Blatz Brewing Co.
Milwaukee, Wis.

Itinerant Sales Execs

Editor, SALES MANAGEMENT:

You seem frequently to have the answers to many of the questions that arise in a person's mind, such as my own.

How much of the time is the average general sales manager out on the road, away from the home office? Is this $\frac{1}{2}$ of his time, $\frac{1}{4}$ of his time, or $\frac{3}{4}$ of his time?

H. D. OBERDORFER
General Manager
New Castle Products
New Castle, Ind.

(The percentage of time spent away from his home office is probably higher now, but a survey made in 1940 and reported in SM for November 1 of that year indicated that the average sales manager spends 70 days a year in travel, covers about 20,000 miles.—THE EDITORS.)

SALES MANAGEMENT

IT'S DIRECTION THAT COUNTS!

One of the best indications of the vitality of a city, is the increase of its bank debits. According to a recent report of the Federal Reserve Board, *Winston-Salem has shown the greatest growth in bank debits over last year in the state of North Carolina.*

This is not surprising in a city which produces such a large percent of all manufactured goods in North Carolina. The Twin City is the world's largest tobacco manufacturing center, as well as the home of one of the largest cotton knitting mills and circular knit hosiery mills in the country. Recently, a large plant of Western Electric Company has been added to this growing industrial family.

Added to these impressive facts, is the steady, forward march of smaller industries, retail trade and cultural activities,—*pointing the way towards making Winston-Salem the Number 1 City in the South's Number 1 State,—a "must" for advertisers with something to sell!*

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

The Journal-Sentinel Station is WSJS (NBC) for the PIEDMONT

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

ADVERTISING

138—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

MANPOWER PROBLEMS

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Burton Bigelow and Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances among Salesmen, by Robert N. McMurray. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10c)

127—"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

124—What type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

101 — Security - Opportunity - Recognition: Basic Factors in Salesmen's Morale, by Edward McSweeney. (Price 5c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecke. (Price 5c)

PUBLIC RELATIONS

136—Two Dozen Ways to Put an Audience to Sleep, by Dr. James F. Bender. (Price 5c)

113—How to Hold a Press Conference—A Primer for Management Men, by James W. Irwin. (Price 5c)

REFERENCE TOOLS

135—A Current List of Selected Information Sources for Businessmen, by Peter B. B. Andrews. (Price 10c)

133—Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

125—N. Y. Buying Groups Increase Department Store Memberships in 1946. Seventeen principal retail store groups and their national membership in principal cities. (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103—A Time Saver List of Sources for Maps for Sales Executives. (Price 10c)

SALES MANAGEMENT

137—What's Behind Today's Trend Toward Decentralization, by John Allen Murphy. (Price 10c)

128—A Portfolio of Sales Control Forms. (Price 10c)

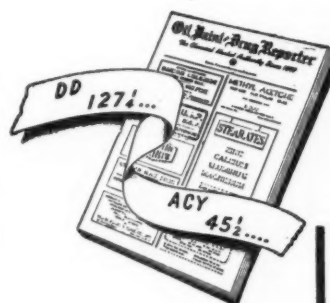
118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

107—The Job of the Sales Department. (a chart) (Price 5c)

SELLING AS A CAREER

122—Careers in Sales — What Have They to Offer to Youth? (Price 5c)

95—GI Joe Asks "Shall I Seek a Career In Selling After The War?" by Burton Bigelow. (Price 5c)



← As important to buyers of chemicals as ticker tape to a stock broker.

OPD THE MAIN STREET OF CHEMICAL BUSINESS

64% of the hundreds of advertisers in Oil, Paint and Drug Reporter use no other paper of general coverage in the chemical field. They depend upon OPD exclusively to advertise their products to the chemical industry.

Throughout the chemical industry, OPD is depended upon for prices and other market information essential to the operations of the many manufacturers who traffic in chemicals as buyers, as well as sellers. The chemical industry is one of the biggest buyers of chemicals. So, most OPD advertisers rely on it also for buyers' information.

OPD is the market place where buyers and sellers of chemicals really do meet.

If your organization has any information, including price changes, which buyers of chemicals ought to know about be sure OPD's editors receive the word!

NOTE: In the January 13th issue of OPD we printed a list of 257 chemicals and related materials, giving the high and low prices for the years 1939, 1940, 1942, 1945 and 1946. Reprints are available free upon request.

Oil, Paint and Drug Reporter



Cleveland 22; H. G. Seed, 17717 Lomond Blvd., Long. 0544
Los Angeles 14; The Robt. W. Walker Co., 684 S. Lafayette
Park Pl., Drexel 4388; San Francisco 4; The Robt. W. Walker
Co., 68 Post St., Sutter 5568

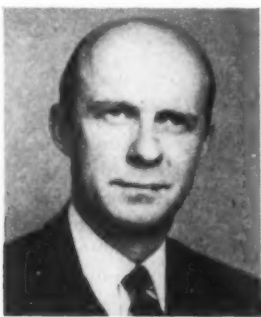


SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.

Media and Agency News

NEWSPAPERS

Plans are complete for immediate construction of the new *Seattle Post-Intelligencer* building, C. B. Lindeman, publisher, announces. Total cost of the building and installation of all new equipment, including high-speed presses with four-color flexibility, will be approximately \$2,500,000. If present construction schedules are met, occupancy is anticipated by January 1, 1948.



THOMAS L. ROBINSON replaces W. Carey Dowd, Jr., retiring publisher of *The Charlotte News* (N.C.)

Elsa Lang, promotion manager of the *New York Herald Tribune*, announces that she will retire to private life on February 1, after 22 years with the *Herald Tribune*. She is being succeeded by George Howard Allen, formerly general manager and secretary of the Cooperative Analysis of Broadcasting. Although Miss Lang, who is Mrs. Harry Staton in private life, desired to retire completely she was persuaded to continue with the newspaper as director of *Herald Tribune* Forum promotion. Mr. Staton, editor and manager of the *New York Herald Tribune* Syndicate, is also retiring on February 1. The combined service of this man-and-wife team to the *New York Herald Tribune*, approximates half a century.

The American Newspaper Advertising Network, Inc., opens its Detroit, Mich., offices February 1. George A. Hammer, who has been an executive of the Network since its incorporation, will be in charge of the Detroit office, the third to be established by A. N. A. N. since last June. . . . Don Wolfe, Sunday editor of *The Toledo Times*, is appointed

state editor of *The Toledo Blade*. . . . James E. Skinner, Jr., formerly in charge of advertising sales promotion for O'Mara and Ormsbee, newspaper representatives, joins the advertising promotion department of the *New York World-Telegram*.

BUSINESS MAGAZINES

This month *Forbes Magazine* is inaugurating a composite "Map of Business Conditions" designed to give twice each month an up-to-the-minute picture of business trends in 89 trading areas throughout the country. For each of the regions, a separate index is calculated each period, based on those elements which are important to the given region. The map is intended to be of particular value as an aid in the location of new sales outlets, for evaluation of sales performances, as a guide to adjustment of production plans, and to give warning signals of changes in the state of the business community. A brochure explaining in detail the indices used, the statistical formula and the tested reliability is available on request.

The first issue of *Tell*, a new monthly magazine, has appeared. Published by Marketing Publications, Inc., New York City, it is being edited for sales and advertising people, with entire editorial content consisting of 200-word idea-briefs. Its circulation is 20,000 controlled.



W. ELMER SEAMAN, former Western manager of *Chain Store Age*, is named general sales manager.

The stock interest heretofore held by the Chilton Co. in Business Publishers International Corp., publishers of magazines and buyers guides in



NEW MAGAZINE for consumer travel market, *Traveltime* begins publication in full color this month. Publisher-editor, James W. Danahy; business manager, Porter Caruthers.

Spanish and English for distribution abroad, has been acquired by the McGraw-Hill Publishing Co. McGraw-Hill already held an equal interest with Chilton in the corporation and with this acquisition becomes the majority owner of its stock.

"The Aviation Market for Telecommunications Equipment," first of a new series of market analyses of specialized phases of the electronic communications field, has just been released by the new monthly, *Tele-Tech*. Covering radio and electronic equipment, in use and projected, aboard commercial airliners and at large airport installations, the two-color folder presents pictorially and in text a study of communications equipment for the fast-growing aviation industry. Copies are available from the Market Research Department of Caldwell-Clements, Inc., New York City, publishers of *Tele-Tech*.

RADIO

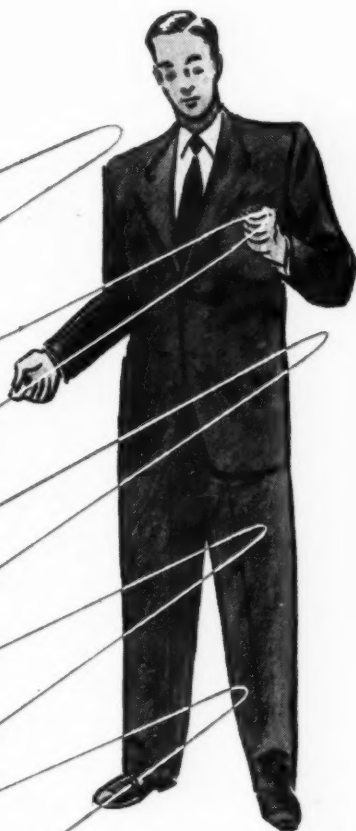
Broadcast Measurement Bureau has sent all subscribing stations a folder containing new rules and regulations pertaining to the presentation of BMB station audience data by subscribers.

The preamble to the rules states that "BMB subscribers may publish their official BMB Reports in detail which preserves the completeness and meaning of the original reports." The rules state that "Where maps and tables are used they must be used to differentiate between high and low audience percent penetration of

SALES MANAGEMENT



A TIP. FROM STOCK EXCHANGE MEMBERS



Like other New Yorkers, members of the Stock Exchange have their free choice of four newspapers each weekday morning, five on Sundays. Knowing their choice opens the way to increased advertising effectiveness.

To find out, we asked Recording and Statistical Corporation to make a mail survey of the newspaper reading habits of members of the New York Exchange. From the 41 % returns came results that heavily underscore Herald Tribune leadership: first on weekday mornings with 68.1 % of all who responded reporting regular readership; first on Sundays when the Herald Tribune is regularly read by 66.5% of these typical people who influence others.

Facts like these, in group after group, underlie and complement the story of Herald Tribune advertising growth. For it is only natural that advertisers who get repeated demonstrations of this newspaper's power to influence sales through advertising, should increase the Herald Tribune share of their promotion budgets. All of which points up the significance of the fact that 1946 was the greatest year, advertising-wise, in Herald Tribune history with a total advertising volume of 22,290,000 lines.

Consider these survey and advertising facts together. They add up to compelling reasons for adding the Herald Tribune to your list. Or increasing your current Herald Tribune advertising.

• NEWSPAPER READING HABITS

489 Members of the New York Stock Exchange

WEEKDAY—MORNING

Members Replying	100.0%
Herald Tribune	68.1%
2nd Morning Paper	55.8%
3rd Morning Paper	12.7%
4th Morning Paper	6.7%
Read no N. Y. morning paper	0.2%

SUNDAY

Members Replying	100.0%
Herald Tribune	66.5%
2nd Sunday Paper	56.6%
3rd Sunday Paper	15.3%
4th Sunday Paper	12.3%
5th Sunday Paper	3.7%
Read no N. Y. Sunday paper	1.4%

NEW YORK
Herald Tribune

European Edition Published Daily and Sunday in Paris.



WILLIAM J. NEWENS, former Lincoln, Neb., agencyman, named manager of station KOIL, Omaha.

counties and groups of counties, rather than to imply a complete uniformity of penetration throughout the entire reported area."

To accomplish these purposes, the rules permit presentation of BMB data in three forms. Where possible, maps should contain the percent and numerical audience figure in each county and measured city. If only the percent figure can be shown on the map, an accompanying table may show the complete data by counties and measured cities.

Where physical or space limitations prevent reproduction of full BMB data, maps may show the percent penetration in each county by a decile in each county (5 for 50-59%, 6 for 60-69%, etc.). In this case the map must be accompanied by a complete audience data tabulation by counties and cities or by a summary table of audiences totaled by deciles and the complete BMB Audience Reprint must be offered free on request.

The third alternative is for stations with BMB audience area maps so large as to preclude even the use of deciles in each county on the map. Such stations may reprint their BMB maps provided they show by color, shading or cross hatching at least two categories of counties classified according to audience percent penetration. The upper and lower limits of each selected range must be prominently defined with emphasis on the percent range rather than any descriptive terminology. Such maps must be accompanied by tables totaling the audiences by deciles and also by the percent ranges as mapped and the complete BMB Audience Reprint must be offered free on request.

Each subscriber was also sent two blank base maps for use in presenting its BMB data according to the new rules.

The new power increase to 50,000 watts by Station KFAB, Omaha, Neb., climaxes several years of unavoidable delays that go back to pre-

Pearl Harbor days. Early in 1941 KFAB placed an order with Westinghouse for a 50,000 watt transmitter and before delivery, which was held up by declaration of war, the equipment was traded to WBT, Charlotte, N. C. The WBT equipment, which was to have been shipped to KFAB in return, was stopped en-route by Uncle Sam and put to use in South America. In 1946 the green light was given by the FCC and KFAB took rapid steps which culminated in the station's going on the air with 50,000 watts this January.

The new transmitter is located 10 miles south of Omaha. As materials become available, new studios and offices will be built in Omaha. In the



FOUR-WAY HOOKUP: (Clockwise from upper left.) Joseph M. Allen, Bristol-Myers OK's go-ahead to John Reed King; Lawrence L. Shenfield, Doherty, Clifford & Shenfield, Inc.; George L. Moskovics, WCBS-TV, for the "Bristol-Myers Party Line" telecast.

meantime, the present Lincoln studios are being used along with temporary Omaha facilities.

Operating full time day and night on the clear channel of 1110 kilocycles, the station is exclusive basic CBS in Omaha, Lincoln, Council Bluffs and surrounding territory.

TELEVISION

Paving the way for the final steps in the installation of its new "bat wing super turnstile" antenna, the first of its type to be installed for television, Station WABD — Du Mont—is off the air for approximately 30 days. Coinciding with the shut-down, extensive improvements and alterations are being made in the John Wanamaker studios in preparation for the seven-day, 28-hour-a-week operation that becomes effective April 1.

The American Broadcasting Co. has discontinued all television studio programming in New York City for an indefinite period. "During 1947 ABC television will concentrate principally on the construction of new stations and studios and the training of a television engineering department," Paul Mowrey, the network's national television director, reports. "We shall also make our television experience available to affiliated stations which are preparing to enter the new medium." The network will continue to telecast professional ice hockey games and studio shows in Chicago and Philadelphia.

Ground breaking ceremonies for the new \$2,500,000 radio and television studios of the Mutual Don Lee Broadcasting System in Hollywood will take place early this year.

AGENCIES

Taylor S. Castell becomes president of Retailers' Advertising Service, Inc., a new company formed to provide advertising programs for independent stores and to function as a link between manufacturers and retailers in local promotions.

Ray C. Jenkins becomes executive vice-president and board member of Erwin, Wasey & Co. of Minnesota February 1. . . . Frederick Anderson, account executive of Compton Advertising, Inc., is elected vice-president of the agency. . . . Allan Rood, an executive of McGraw-Hill Publishing Co. for the past six years, joins Horton-Noyes Co., Providence, R. I., as director of marketing. . . . Herbert R. Bayle and L. Grant Hamilton, veteran members of Brooke, Smith, French & Dorrance, Inc., are named vice-presidents of the organization. . . . Vernon L. Morelock, radio director, is elected vice-president and director of Anfenger Advertising Agency. . . . Budd Get-



Conway

HAROLD A. SMITH is the new director of publicity and public relations of Young & Rubicam, Inc.

SALES MANAGEMENT

He's "Detroit's Sharpest Wit"...

says *The Saturday Evening Post*

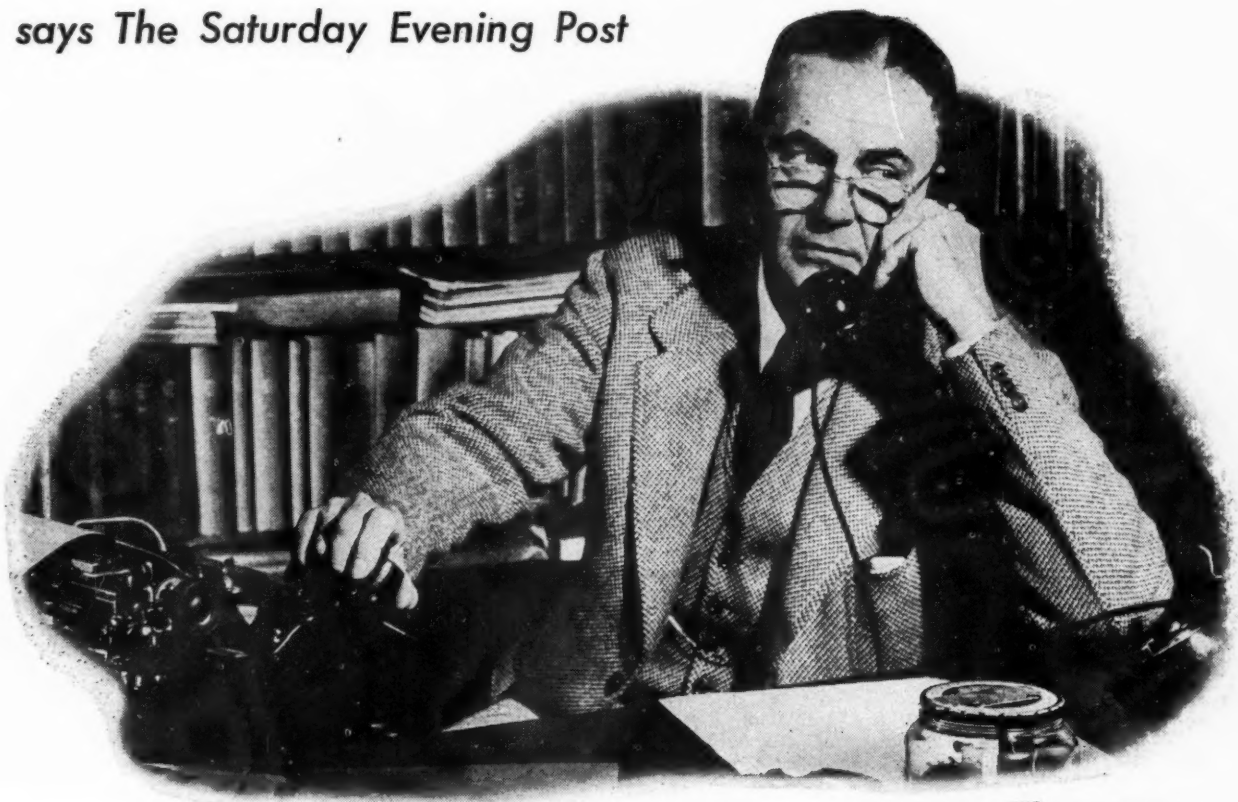


Photo Courtesy Saturday Evening Post

HARRY V. WADE writes newspaper editorial paragraphs for *The Detroit News* . . . those little two or three-line witticisms and criticisms which appear on a newspaper's editorial pages. In sixty other cities, his paragraphs appear under the pseudonym, Senator Soaper. Recently *The Saturday Evening Post*, in a feature article titled *Detroit's Sharpest Wit*, stated . . . "some of the shrewdest comment made on these wacky times comes from Harry V. Wade—alias Senator Soaper—master of the merry art of paragraphing . . . whose quips are widely quoted and provide a fertile source for radio and newspaper comics, writers and others who shamelessly and regularly steal his stuff . . ."

National tribute to members of its staff is not new to *The News*. Many of its writers have been accorded similar honors in recognition of their particular talents. It is this combination of national acclaim and local appreciation of *The News'* own staff of experts that is responsible, to a great extent, for *The News'* leadership in circulation and advertising in its own community—and its position as one of the really great newspapers in the nation.

412,605 Weekday Total Circulation
517,022 Sunday Total Circulation
Largest Trading Area Circulation of All Detroit Papers



OWNER AND OPERATOR OF RADIO STATIONS, WWJ AND WENA

DAN A. CARROLL, 110 E. 42nd St., New York 17

J. E. IUTZ, Tribune Tower, Chicago 11

Courier **EXPRESS**

One Indemnity Demanded of TI
Adopts Platform; Democrats Stress U.S. Issues

The People of Buffalo and the Niagara Frontier will spend \$4,000,000 this year to read this Newspaper Daily & Sunday

REACH BUFFALO'S BUYING POWER thru the

Buffalo Courier-Express
Buffalo's Only

• Morning and Sunday Newspaper •

Reprints of

"How to Increase Sales Through Better Media Selection."

By Arthur Hurd, Director of Media Research for the J. Walter Thompson Company

All three articles in this series are now available bound together in a single 16 page reprint which includes J. Walter Thompson's 17 by 22 inch four-color marketing map of the United States.

For copies write Readers' Service Department, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y., and enclose 25c for each copy ordered.

Their future depends on health...

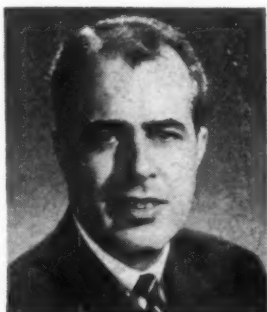
Send Your Clothes to a
PROFESSIONAL LAUNDRY

(NAME OF LAUNDRY)



LAUNDRY PACKAGE: In drive to capture local, non-competing, laundry accounts, General Outdoor Advertising wraps up a 12-poster series designed to win potential laundry users.

schal joins Stuart Bart as vice-president in charge of creative departments. . . . Chester T. Birch joins Robert W. Orr & Associates as vice-president.



JOSEPH P. BRAUN, new Kenyon & Eckhardt, Inc., vice-president to supervise space and time buying.

Accounts: All national advertising for the Edison Electronic Voice-writer and other Ediphone equipment of Thomas A. Edison, Inc., to James Thomas Chirurg Co. . . . West Coast advertising of Boyle-Midway, Inc., to the Hollywood office of W. Earl Bothwell, Inc., and Canadian advertising for G. Washington's Instant Coffee and Broths to the same agency, New York City office. . . . Eversharp, Inc., for fountain pens, pencils, and injector razors

and blades in foreign export fields, to McCann-Erickson, Inc.

Advertising for the newly formed Chemical Division of the Aluminum Company of America is now being handled by Ketchum, McLeod and Grove, Inc., Pittsburgh, Pa. The new division markets Alco Aluminas, Fluorides and Cryolite insecticides formerly marketed under the Alorco trade name. Business, executive and farm papers will be used. . . . The Mohawk Brush Co., Albany, N. Y., to Wm. B. Remington, Inc., Springfield, Mass. . . . Clark Brothers Chewing Gum Co., Pittsburgh, Pa., for its Tendermint Chewing Gum, to Buchanan & Co., Inc.



EUGENE J. COGAN succeeds Charles A. Brocker as media director for Geyer, Newell & Ganger, Inc.

TOP • FLIGHT Sales • Advertising or GENERAL MANAGER Available

Thoroughly experienced in national distribution and sales of foods, beverages, home appliances. Excellent merchandiser, creative planner and administrator. Knows market and sales analysis, sales promotion, sales training, plant management, production, personnel and public relations. Excellent background and record. Age 43. Married. College trained. Address Box 2395, Sales Management, 386 Fourth Ave., New York 16, N. Y.

HUMAN ENGINEERING AND SALES TRAINING SCHOOL

Will sell all or part interest at a bargain to person or group qualified to operate or assist. Highly reputable, well known institution with valuable copyrights and proven training courses.

Box 2399, Sales Management, 333 N. Michigan Ave., Chicago 1, Ill.

45TH YEAR

OF LEADERSHIP IN THE FIELD

FOUNTAIN SERVICE

IN 1946

**Carried More Pages Of
Editorial and Advertising
Than Any Other Publication
Devoted To Fountain Operation**

**F O U N T A I N
S E R V I C E**

386 FOURTH AVENUE

**Chicago Office: 333 N. Michigan Ave.
Phone: State 1266**



NEW YORK 16, N. Y.

**Pacific Coast Office: 15 East de la Guerra
Phone: Santa Barbara 6405**

HIGH SPOT CITIES

Retail Sales and Services Forecast for February, 1947

Retail sales and services continue to expand their gains over the comparable 1939 month, but the tempo seems to be slowing down. If recent severe drops in the wholesale price index run their normal course, the retail field will fill them in a big way by the end of this quarter.

The West and South Coastal regions plus scattered spots in the Midwest continue to monopolize the list of cities showing greatest gains. The fifteen cities leading in "City-Index" are, in order: San Diego, Calif., 409.5; Phoenix, Ariz., 400.4; Fresno, Calif., 398.0; San Jose, Calif., 381.6; Tucson, Ariz., 381.1; Miami, Fla., 380.0; Wichita, Kan., 358.6; Topeka, Kan., 352.4; San Bernardino, Calif., 348.3; Oakland, Calif., 344.1; Springfield, Mo., 337.5; Spartanburg, S. C., 337.5; Albuquerque, N. M., 337.2; Asheville, N. C., 330.6; Ogden, Utah, 325.0.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All

figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates on retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(SM Forecast for February, 1947)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	235.0	100.0	9,050.00
Alabama			
★ Birmingham	268.0	114.0	24.45
★ Mobile	257.6	109.6	8.00
★ Montgomery	239.1	101.7	6.70

(Continued on page 124)

SALES MANAGEMENT

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



They? Why, the Capitol and the City of Washington . . . twin aspects of the same thought—like Hempstead Town and the Nassau Daily Review-Star . . .

Just as Washington is the top political spot in the nation, Hempstead Town is the top High-Spot City in New York State*—offering you top sales opportunities among the most buy-able people (highest per capita income and retail sales)

*February is the ninth consecutive month in which Hempstead Towners continue to be the most-eager-to-buy consumers in the state. *February 1 Sales Management forecasts 195.0% retail sales gain over February, 1939 . . . 25.5% higher than the national rate of gain. Dollar volume for February: \$24,500,000.*

NASSAU DAILY REVIEW-STAR

of the state's major markets.

While fostering the development of the Hempstead Town market for more than 25 years, the Nassau Daily Review-Star has always improved, refined its own product for greater service to readers and advertisers. Latest move is a sweeping re-styling of the paper by Gilbert Farrar, famed for his re-design of many of the country's leading newspapers.



Published daily except Sunday, 5c a copy • HEMPSTEAD TOWN, L. I., N. Y. • Executive Offices: Rockville Centre, N. Y. • National Representatives: Lorenzen & Thompson, Inc. New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta.

9,364,516
LINES DURING
1946

"Ain't Hay!"
... in a
newspaper
of 31,491*
circulation

... and it's possible
primarily because the
CHESTER TIMES is the
only effective means of
reaching the 169,375
persons residing in the
amazing Chester mar-
ket.

*ABC statement for 12 months
ending September 30, 1946.

**Chester
Times**

Chester, Pa.

ALFRED G. HILL, PUBLISHER
C. L. EANES, GENERAL MANAGER
DON MCKAY, LOCAL ADVERTISING MANAGER
Nationally Represented by STORY, BROOKS & FINLEY

FACTS ABOUT THE ELIZABETH MARKET

72%
of Total
Retail Sales
(\$280,250,000)
In Union County
New Jersey
Are Made In
The
Elizabeth
Market

Comprising the
City of Elizabeth
and
13 Adjacent
Communities

Elizabeth Daily Journal
ELIZABETH, N. J.

Special Representative
WARD-GRIFFITH CO., Inc.

HIGH SPOT CITIES

(Continued from page 122)

RETAIL SALES AND SERVICES
(SM Forecast for February, 1947)

	City Index	Nat'l Index	\$ Millions
Arizona			
☆ Phoenix	400.4	170.4	17.15
☆ Tucson	381.1	162.2	7.50

Arkansas			
☆ Fort Smith	261.0	111.1	3.77
☆ Little Rock	238.9	101.7	8.75

California			
☆ San Diego	409.5	174.3	35.25
☆ Fresno	398.0	169.4	19.22
☆ San Jose	381.6	162.4	15.35
☆ San Bernardino	348.3	148.2	8.64
☆ Oakland	344.1	146.4	56.00
☆ Pasadena	324.4	138.0	16.05
☆ Long Beach	319.0	135.7	24.75
☆ Berkeley	311.5	132.6	8.55
☆ Los Angeles	305.0	129.8	215.50
☆ Stockton	293.1	124.7	9.85
☆ Santa Barbara	250.3	106.5	5.30
☆ San Francisco	230.2	98.0	69.85
☆ Sacramento	229.6	97.7	16.64

Colorado			
☆ Denver	235.2	100.1	38.00
☆ Colorado Springs	225.0	95.7	4.35
☆ Pueblo	197.5	84.0	4.20

Connecticut			
☆ Stamford	221.0	94.0	6.00
☆ Bridgeport	200.1	85.1	13.35
☆ New Haven	196.5	83.6	15.50
☆ Hartford	191.7	81.6	19.07
☆ Waterbury	186.7	79.4	7.45

Delaware			
☆ Wilmington	207.0	88.1	12.25

District of Columbia			
☆ Washington	223.8	95.2	81.00

Florida			
☆ Miami	380.0	161.7	35.50
☆ Tampa	316.1	134.5	13.15
☆ Jacksonville	265.2	112.9	17.65

Georgia			
☆ Columbus	312.0	132.8	6.60
☆ Macon	300.5	127.9	6.81
☆ Atlanta	295.4	125.7	46.50
☆ Savannah	265.0	112.8	8.22
☆ Albany	260.3	110.8	2.40
☆ Augusta	243.5	103.6	5.53

Hawaii			
☆ Honolulu	298.6	127.1	38.75

Idaho			
☆ Boise	285.0	121.3	5.70

Illinois			
☆ Rockford	289.0	123.0	11.25
☆ Peoria	235.0	100.0	12.78
☆ East St. Louis	218.6	93.0	5.00
☆ Chicago	214.6	91.3	300.00
☆ Moline-Rock Island-			
☆ E. Moline	206.9	88.0	7.11
☆ Springfield	205.8	87.6	7.63

(SM Forecast for February, 1947)

	City Index	Nat'l Index	\$ Millions
Indiana			
☆ South Bend	310.5	132.1	13.62
☆ Fort Wayne	270.0	114.9	15.65
☆ Gary	265.3	112.9	10.00
☆ Evansville	245.0	104.3	10.00
☆ Indianapolis	227.1	96.6	38.50
☆ Terre Haute	211.2	89.9	6.40

Iowa			
☆ Sioux City	289.1	123.0	10.25
☆ Des Moines	236.0	100.4	17.40
☆ Cedar Rapids	233.9	99.5	7.06
☆ Davenport	229.3	97.6	7.08

Kansas			
☆ Wichita	358.6	152.6	12.50
☆ Topeka	352.4	150.0	10.05
☆ Kansas City	283.5	120.6	9.00

Kentucky			
☆ Louisville	243.2	103.5	29.00
☆ Lexington	239.0	101.7	7.20

Louisiana			
☆ New Orleans	232.3	98.9	32.75
☆ Shreveport	216.5	92.1	9.07

Maine			
☆ Bangor	258.2	109.9	4.70
☆ Lewiston-Auburn	250.0	106.4	5.25
☆ Portland	205.4	87.4	8.53

Maryland			
☆ Baltimore	232.5	98.9	78.50
☆ Cumberland	230.3	98.0	4.45

Massachusetts			
☆ Holyoke	305.5	130.0	6.00
☆ New Bedford	246.4	104.9	8.95
☆ Worcester	216.5	92.1	18.00
☆ Fall River	215.3	91.6	7.84
☆ Springfield	205.7	87.5	15.50
☆ Lowell	195.2	83.1	6.81
☆ Boston	175.5	74.7	77.00

Michigan			
☆ Lansing	293.1	124.7	12.25
☆ Battle Creek	270.3	115.0	6.00
☆ Jackson	266.7	113.5	6.45
☆ Flint	247.5	105.3	16.00
☆ Grand Rapids	240.6	102.4	17.35
☆ Detroit	232.4	98.9	136.75
☆ Kalamazoo	232.0	98.7	7.50
☆ Saginaw	227.5	96.8	7.25
☆ Bay City	215.5	91.7	4.20
☆ Muskegon	190.0	80.9	4.00

Minnesota			
☆ Minneapolis	242.5	103.2	58.50
☆ St. Paul	226.4	96.3	34.07
☆ Duluth	202.0	86.0	8.65

Mississippi			
☆ Jackson	307.5	130.9	8.00

Missouri			
☆ Springfield	337.5	143.6	7.85
☆ Kansas City	245.2	104.3	49.50
☆ St. Joseph	241.0	102.6	6.33
☆ St. Louis	201.3	85.7	63.50

Montana			
☆ Billings	246.5	104.9	4.10
☆ Great Falls	210.3	89.5	3.85

Nebraska			
☆ Omaha	261.4	111.2	24.50
☆ Lincoln	208.6	88.8	7.34

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for February, 1947)

City City
Index Nat'l \$
 Index Millions

Nevada

☆ Reno 315.3 134.2 6.50

New Hampshire

Manchester 216.5 92.1 6.50

New Jersey

☆ Paterson 280.6 119.4 17.50

☆ Passaic 245.1 104.3 7.72

Camden 203.3 86.5 8.70

Newark 200.5 85.3 45.65

Trenton 187.7 79.9 10.91

Jersey City-
Hoboken 166.4 70.8 14.25

New Mexico

☆ Albuquerque 337.2 143.5 7.00

New York

☆ Hempstead Twp. 295.0 125.5 24.50

☆ Binghamton 246.2 104.8 9.28

☆ Schenectady 237.1 100.9 9.35

☆ Niagara Falls 235.4 100.2 7.46

Troy 229.8 97.8 7.00

New York 220.0 93.6 655.00

Elmira 218.3 92.9 5.27

Albany 216.5 92.1 14.75

Rochester 216.1 92.0 35.55

Jamestown 213.2 90.7 4.00

Syracuse 206.4 87.8 19.80

Buffalo 195.5 83.2 43.88

Utica 185.8 79.1 7.50

North Carolina

☆ Asheville 330.6 140.7 7.65

☆ Durham 319.2 135.8 7.17

☆ Winston-Salem 290.7 123.7 8.25

☆ Charlotte 286.8 122.0 12.35

☆ Greensboro 280.5 119.4 7.00

Raleigh 185.2 78.8 4.25

North Dakota

☆ Grand Forks 317.5 135.1 3.44

☆ Fargo 240.3 102.3 4.40

Ohio

☆ Dayton 276.8 117.8 26.34

☆ Warren 276.3 117.6 5.30

☆ Toledo 250.6 106.6 29.50

☆ Cleveland 243.5 103.6 92.68

Zanesville 232.3 98.9 4.10

Canton 232.0 98.7 11.00

Columbus 230.1 97.9 33.85

Cincinnati 212.7 90.5 44.22

Springfield 212.2 90.3 5.90

Akron 210.7 89.7 30.25

Youngstown 208.2 88.6 15.00

Steubenville 185.1 78.8 3.88

Oklahoma

Muskogee 227.2 96.7 2.60

Oklahoma City 217.5 92.6 17.50

Tulsa 216.3 92.0 13.00

Oregon

☆ Salem 316.9 134.9 5.80

☆ Portland 280.6 119.4 45.92

Pennsylvania

☆ York 260.6 110.9 7.00

☆ Chester 252.4 107.4 5.94

☆ Erie 244.1 103.9 10.65

☆ Altoona 242.3 103.1 6.93

Allentown 225.5 96.0 9.84

Wilkes-Barre 216.4 92.1 8.07

Pittsburgh 212.7 90.5 63.50

Lancaster 210.5 89.6 6.71

RETAIL SALES AND SERVICES
(SM Forecast for February, 1947)

City City
Index Nat'l \$
 Index Millions

Pennsylvania (Cont'd)

Philadelphia 208.6 88.8 143.62

Johnstown 206.0 87.6 6.60

Harrisburg 203.3 86.5 9.10

Williamsport 198.3 84.4 4.11

Scranton 180.2 76.7 9.05

Reading 179.8 76.5 8.73

Rhode Island

☆ Woonsocket 235.0 100.0 3.60

Providence 210.1 89.4 24.55

South Carolina

☆ Spartanburg 337.5 143.6 5.66

☆ Greenville 288.0 122.6 6.70

☆ Charleston 271.6 115.6 7.00

☆ Columbia 258.7 110.1 7.68

South Dakota

☆ Aberdeen 322.6 137.3 2.55

☆ Sioux Falls 285.2 121.4 5.96

Tennessee

☆ Knoxville 312.7 133.1 14.90

☆ Memphis 272.6 116.0 32.83

☆ Nashville 270.5 115.1 19.52

☆ Chattanooga 240.3 102.3 12.10

Texas

☆ El Paso 296.5 126.2 10.45

☆ Fort Worth 295.0 125.5 24.50

☆ San Antonio 293.7 125.0 27.25

☆ Houston 290.8 123.7 50.00

☆ Dallas 290.6 123.7 45.50

☆ Waco 290.1 123.4 6.40

☆ Amarillo 280.2 119.2 6.63

☆ Corpus Christi 265.4 112.9 8.25

☆ Wichita Falls 261.3 111.2 5.50

☆ Austin 254.0 108.1 9.00

☆ Beaumont 252.6 107.5 6.84

☆ Galveston 204.3 86.9 4.56

Utah

☆ Ogden 325.0 138.3 5.66

☆ Salt Lake City 231.7 98.6 15.52

Vermont

Burlington 210.2 89.4 3.80

Virginia

☆ Norfolk 275.0 117.0 15.85

☆ Portsmouth 273.2 116.3 4.08

☆ Richmond 246.3 104.8 23.75

☆ Roanoke 238.5 101.5 7.70

☆ Newport News 237.2 100.9 4.05

☆ Lynchburg 205.0 87.2 3.93

Washington

☆ Tacoma 300.0 127.7 14.75

☆ Seattle 265.5 113.0 49.80

☆ Spokane 245.7 104.6 14.90

West Virginia

☆ Huntington 256.6 109.2 7.27

☆ Charleston 227.3 96.7 9.02

☆ Wheeling 166.0 70.6 4.80

Wisconsin

☆ Green Bay 265.6 113.0 6.25

☆ Milwaukee 260.0 110.6 68.40

☆ Madison 259.4 110.4 10.18

☆ Sheboygan 254.7 108.4 4.15

☆ La Crosse 244.0 103.8 4.35

☆ Superior 240.8 102.5 3.21

☆ Manitowoc 235.0 100.0 2.50

Wyoming

☆ Cheyenne 265.8 113.1 3.30

WESTERN NORTH CAROLINA
"A State Within A State"

Livestock Sales

at The Asheville Yards Totaled

\$2,872,000

in 1946. Just one of the ever-so-many sources of income making the diversified 20-county

**ASHEVILLE
Retail MARKET**

one of year 'round strength, with annual retail sales of

Sales Management **\$138,568,000**
Estimate for 1945

An industrial-agricultural-resort empire thoroughly covered only by *The Asheville Citizen* and *The Asheville Times*.

For Market Data, Address:

ROY PHILIPS

Advertising Director

Representatives

THE KATZ AGENCY

ASHEVILLE
CITIZEN + TIMES
Morning *Evening*
CITIZEN-TIMES *Sunday*

**SELLING
DRUGS?**

"Drug on the market" means **drug sales** in Woonsocket, Rhode Island's second city in drug sales per capita!

If **your** business is trading drug items for dollars, advertise your wares to the buying crowds that throng Woonsocket drug stores all year 'round. For a good buy, use the—

WOONSOCKET

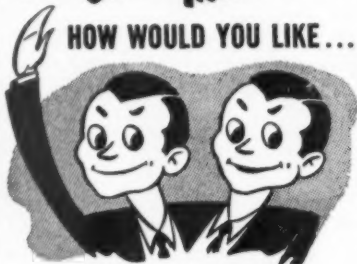


Covering
Rhode
Island's
PLUS
MARKET

Representatives:
Gilman, Nicoll & Ruthman

Mr. Sales Manager—

HOW WOULD YOU LIKE...



**AN EXTRA HEAD
ON YOUR SHOULDERS??**

Practical, confidential help (in person or by mail) on all marketing and manpower problems. Moderate retainer fee. Write or telephone

HARRY SIMMONS
Sales Consultant

Hotel Beacon, 2130 Broadway
New York 23, N. Y.

(Tel. TRafalgar 7-2500)

SALES MANAGER WANTED

To head department for the Marshalltown, Iowa division of The Lennox Furnace Company, world's largest manufacturer of steel warm air furnaces and accessories for home heating. Sales made to independent dealers located in territory extending from Mississippi to Pacific. Balance of country served by factories at Syracuse, N. Y. and Columbus, Ohio. Experience in heating valuable but not a requisite. Must have had sales management experience in handling salesmen selling merchandise or household equipment going to consumer. Looking for sales-promotional individual who is making a career in sales management, sales development and market research, capable of supervising and gaining respect and loyalty of 40 sales engineers. Excellent opportunity and substantial salary to man with proper qualifications and experience. Write, giving all details to

Lloyd J. Larson, General Manager
The Lennox Furnace Company
Marshalltown, Iowa

ATTENTION MANUFACTURERS

DISTRIBUTOR available for Colorado or the Rocky Mountain States. A properly selected and trained sales organization can be provided. Merchandise must qualify for proper public acceptance and be available in sufficient quantity. Please provide full information pertaining to the potential earnings.

Address Box 2392, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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TRAINER OF 5,000 SALESMEN — soon available

To a president or a sales vice president seeking either a successful quarterback or a director of dealer training, I can suggest an ideal man.

His line executive experience covers durable products, intangibles and food. His jobber-dealer experience is flanked by two unusual direct selling records, one in a consumer line and the other in an industrial field. Comments of top executives on these assignments were: "He is an organizer and a good man to get a business rolling. He is practical," and "He has made good on every assignment."

He is mature in experience and yet has youthful drive; he understands scientific procedures but keeps his feet on the ground; he knows how to apply high power without using high pressure methods.

The consumer durable goods field would be a natural for him because of the training problems involved with distributors and dealers, but he would fit into almost any picture where there are 100 or more salesmen. He has interesting ideas on compensation. The right environment and a sporting make-good proposition will appeal more strongly than super-salary to this man who has a yen for tackling tough assignments.

Philip Salisbury, General Manager
SALES MANAGEMENT
386 Fourth Avenue
New York 16, N. Y.

OPPORTUNITY FOR TRAINED AND EXPERIENCED MARKET RESEARCH MAN

A manufacturer selling equipment through dealers, distributors, and gas utilities has opening in its organization for a man who not only knows how to obtain market data, but how to interpret it into sensible product design, production, sales, and merchandising programs.

This man not only knows the usual methods of obtaining information but is capable of selling his plan to the sales and engineering departments and getting their full cooperation.

He can obtain information from top management of utilities and distributors by personal interview just as effectively as he can prepare a written questionnaire.

This man is not over 35 years of age, college trained, a veteran, now employed on Market Research projects. He is looking for an opportunity to demonstrate the value of Market Research as a basis for profitable product and sales development programs in the coming buyer's market. He may eventually head a small division within a company now having six sales divisions and three plants.

He is willing to start at a nominal salary, live in a medium-size mid-western city, travel when necessary, and tackle a selective marketing problem where factual information is difficult to obtain.

Applicants should submit references, photo, and full information by letter. Interviews will be arranged for those who have satisfactory qualifications. All negotiations will be held strictly confidential.

BOX 2398, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED—REGIONAL SALES MANAGER!

Expansion program by National Materials Handling Company creates an unusual opportunity for right man experienced in organizing territories, selecting distributors and managing salesmen. Guaranteed salary \$500.00 per month with substantial bonus. Opportunity to become National Sales Manager at \$25,000 per year. Write, giving full details and past experience. Confidential until definitely employed. Box 2387, Sales Management, 386 Fourth Ave., New York 16, N. Y.

EXECUTIVE POSITION WANTED

Broad experience national organization; sales, finances, office management, credits, collections, personnel. Mature; accustomed responsibility and making decisions. Outline of business background sent on request. Box 2331, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

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HEATING EQUIPMENT MANUFACTURER OFFERS UNUSUAL OPPORTUNITY

The man we want is now employed as assistant to a capable, experienced sales promotion manager. He could handle the manager's job but his boss is too healthy to die and too competent to be fired.

So he would benefit from a change.

He would like to locate with the leading manufacturer in its respective field that has a big job to do, and if done satisfactorily, he will be given full responsibility for sales promotion activities within 12 to 18 months.

This man is a veteran, not over 35 years of age, a college graduate, preferably in engineering but experienced in sales promotion and advertising.

He can write semi-technical bulletins and product sales folders—presentations that sell heating equipment to engineers, architects, builders, dealers, and consumers.

He can develop, organize, and present complete sales training programs to company salesmen, retail and wholesale trade groups.

He can speak effectively before small and large groups—salesmen, laymen, or the "brass," it makes no difference.

He can create outstanding exhibits, handle trade shows and conventions.

Preference will be given to a man with these qualifications, especially if his experience is in the heating or associated building fields. To the man who can qualify we will pay \$5000 to \$6000 the first year and a substantial increase during the second and third years if he proves his executive and creative ability.

If you are looking for an opportunity to "run your own show" and receive full recognition for your abilities, this opening is your opportunity.

Apply by letter, giving complete information, attach recent photo of yourself, and list references which we may contact prior to personal interview which will be arranged if your application justifies it. All samples of your work will be returned on request, and correspondence held in strict confidence.

Box 2393, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Sales manager, sales executive presently employed seeking new connection. 20 years experience; hiring, training and directing sales organizations. College graduate. 44 years old. Married and living in Philadelphia area. Outstanding record. Connection desired preferably in oil burner, insulation, storm sash or electric home appliance field. Present earnings \$10,000 yearly. Only salary & commission basis considered. Box 2307, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES EXECUTIVE SEEKS CHANGE — NOW WITH LEADING CORPORATION

18 years extensive experience analysis, organization, direction, supervision, programming, marketing promotion, sales control and business development in the package goods field. All replies confidential.

Box 2396, Sales Management, 386 Fourth Ave., New York 16, N. Y.

COMMENT

INCENTIVE DILEMMA: More than a few big firms requiring large staffs of management brains to operate far-flung business organizations have been facing a dilemma which has its roots in our wartime tax structure. They have been losing capable executives in great numbers because they can no longer give them further money incentives. They cannot raise salaries enough to give these men a substantial increase in "take home" cash, because each increase throws them into a steeper tax bracket.

Let's look at a simplified case: If a man is earning \$25,000 a year and the company decides it would like to give him added responsibilities for which he is entitled to a \$5,000 raise, the firm would have to lift his salary to somewhere in the neighborhood of \$37,000 a year before the \$5,000 would represent net income.

What has happened is that executives of substantial earning power are going into business for themselves where they can make capital gains. And the tremendous value of their experience and their organizing ability are lost to their former employers. Any big company is, or should be, geared to sustain the loss of some key men every year, but when resignations come in scores instead of half-dozens, a business can quickly begin to suffer huge losses due entirely to management turnover.

Even though our new Congress has moved into Washington with the avowed intention of reducing income taxes, it doesn't seem likely that any changes which may be made in the higher income brackets will substantially alter the picture.

This is a new kind of management problem for the chairman and the president to worry about. We don't know the answer to it. But it's just possible that it would yield somewhat to a policy in which *recognition*—apart from money—is stressed, and the security of a corporation job is made clear, as opposed to the risks involved in starting a new enterprise. Maybe we need to explore *executive grievances* as thoroughly as some firms are now exploring factory worker grievances. We'll put some money on the barrel head in a wager that frequently, when management men decide to go on their own, their decision is bolstered by some deep-seated grievance which may never have come out into the open.

WANTED: BETTER TEACHING MATERIALS FOR MARKETING COURSES: When sales executives and educators get together to talk about selling sales careers to high school and college youngsters, sooner or later the sales managers come out with an accusation that the schools aren't turning out young people who are well qualified for selling apprenticeship. And the answer is likely to be, "Well, what have you men in the profession done about it?"

Things are being done about it. But only a start has been made. Meanwhile a letter which came to the editors of *SALES MANAGEMENT* within the last fortnight reveals one problem besetting the schools which only the sales managers can solve. That problem: The fact that professors of marketing have such a difficult time obtaining specific case-history teaching materials . . . materials such as sales manuals, marketing maps, samples of sales pro-

motion, graphic presentations on sales analysis and research, and the like. Sales management complains that graduates get too much theory in teaching. Yet, if we do not find a way to make available materials directly from the working tools of individual businesses, how can we expect education to get more practical?

Here's another job for the local sales managers' clubs to tackle. If each group, through an Education Committee, would talk over this problem with the schools and colleges within its own geographical area, ascertain needs, and follow through by canvassing its own membership for needed case-history materials, the whole profession of selling would benefit.

SHIFT TO THE MIDDLE INCOMES: Preliminary 1946 figures compiled by the Department of Commerce indicate that the "submerged one-third" lost ground, while the middle-income groups, especially farmers and professional men, increased their share of the national income. Back in 1939 the Nation paid out in wages and salaries 68% of its income. This figure jumped to 71% in 1945, but fell off to 66% last year. Proprietors, including farmers, small businessmen, doctors and the like increased their share from 16% to 19% in a year's time.

Factory workers received increased hourly pay, but shorter work weeks cut their total take-home pay. They and white collar workers, including Federal and State employees, were squeezed in the upward spiral of prices.

Market-wise this shift in incomes is important because it elevates the importance of the middle-income market, and places a premium on advertising media which can do a particularly effective job with these people. Ten years ago only one family in seven had an income in the \$2,000-\$5,000 class, but today nearly every other family is in that group. Today one family in every 12 takes in more than \$100 a week. Ten years ago it was one in 50.

Because of this shift in purchasing power, the Research Institute of America suggests these seven marketing tips:

"1. Market test your promotional and sales campaigns for 1947 and beyond. The old techniques—premiums, contests, etc.—and some new ones will show up.

"2. Set *new* quotas to direct and measure sales efforts. Most pre-war information is now invalid or misleading.

"3. Price your product for a broader market. Remember that the shift in income distribution will mean a widening of the middle-income market.

"4. Prepare for return of credit selling. Trend will call for bigger risks—and more careful management to keep from losing sales through too rigid rules, and losing money through terms too lax.

"5. Pick your dealers—then stick to them. Many inexperienced distributors will pass from the scene in '47.

"6. Watch 'watered' orders. And note that many dealers have orders which were placed before the 1946 price increases. Customers may not come through now. They may have to be induced by extension of credit and progressive lowering of prices.

"7. Work on your distribution costs."

SALES MANAGEMENT